



TERMS OF REFERENCE

CONSULTANCY TO CARRY OUT AN ASSESSMENT OF IMPACT OF BASIN PROGRAMMES ON JOB CREATION, ENVIRONMENTAL AND SOCIAL DEVELOPMENT, AND TO DEVELOP WATER ALLOCATION AND BENEFIT SHARING STRATEGIES

1.1. Partner country and procuring entity.

Southern African Development Community (SADC)

1.2. Contracting authority

Southern African Development Community Secretariat (SADC Secretariat)

1.3. Country background

The SADC Region is affected by multiple disasters that range from tropical cyclones, torrential rains, floods and landslides and recurrent droughts. Over the past five years the region has experienced two El Nino induced droughts in 2016/17 and the ongoing 2023/24 drought that both very negatively affected the region resulting in water deficits leading to crop failure, and food and water deficits. Both droughts resulted in millions of SADC citizens becoming food insecure and also affected hydropower generation as was the death of livestock and wildlife due to insufficient fodder and water for animals. During both droughts, the region has had to appeal for humanitarian assistance due to the gravity of the droughts that overwhelmed the capacities of SADC Member States to deal with the impacts.

Over the same period, the region has had to deal with Tropical Cyclones that resulted in strong winds, floods and landslides that killed hundreds on thousands of people and led to billions of dollars- worth of damage to infrastructure and property thereby derailing the development progress that the region has attained over the years.

In view of the above, the Southern African Development Community Secretariat is undertaking a number of interventions to increase the resilience of the SADC economies. One such initiative is the implementation of a five (5) year Regional Climate Resilience Program for Eastern and Southern Africa Project. The Project is financed through a World Bank grant of US\$ 5M. The project is the first in a Series of Projects (SOP), and involves Madagascar, Mozambique, South Sudan, Comoros, and two regional organizations: SADC, and the Eastern Nile Technical Regional Office (ENTRO). The overarching development objective of the SOP is to strengthen the resilience to water-related climate impacts in Eastern and Southern African countries. The SOP is structured as a programmatic framework that will allow scalability

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(countries can join at different times) and economies of scale. It supports catalytic medium- to large-scale investments to reduce people's exposure to climate shocks, with a focus on protective, multi-benefit water infrastructure and storage; risk mitigation via improved early warning systems and planning; and scaling up adaptive safety nets.

The objective of the RCRP is to improve the management of water-related climate impacts in Eastern and Southern Africa. The Project serves as a first step towards a regional platform to tackle climate adaptation through a common and coordinated approach as well as fund raising and consolidating multilateral and bilateral support. The SADC Series of Project is structured around five components of Component 1: Risk Management and Climate Financing; Component 2: Infrastructure Investments and Sustainable Asset Management for Climate Resilience; Component 3: Adaptive Climate Services for Resilient Communities; Component 4: Project Management and Component 5: Contingent Emergency Response.

Through this project, the SADC Secretariat intends to solicit the services of a Service Provider to undertake some activities under Component 2: Infrastructure Investments and Sustainable Asset Management for Climate Resilience of the Project. These specific Terms of Reference are developed to identify and contract a capable consultancy team to insure the delivery of two main consultancy studies of the Project namely (a) Assess the contribution and impact of the various Programmes that were implemented in the basin and those planned, to Job creation, economic growth and environment and social benefits and (b) Identify and replicate distributional impact investments of different benefit sharing strategies in the basin including the development of the CORB benefit sharing Strategy and the water allocation strategy. This assignment will focus on the Cubango-Okavango River Basin (CORB) and the results will be used to inform and share experiences with other sister basin organizations in the SADC Region.

1.4 The Cubango-Okavango River Basin (CORB)

The Cubango-Okavango River Basin (CORB) is a transboundary basin situated in southern Africa, within the countries of Angola, Botswana and Namibia. The river originates in the Angolan highlands where its main tributaries, and Cubango receive most of the runoff; they then flow to the south where they form the border between Angola and Namibia. After flowing together, the Cubango-Okavango River enters the seasonally inundated floodplains and permanent wetlands of the Panhandle in Botswana before entering the alluvial fan of the Okavango Delta

Cooperative transboundary water resources management in the Cubango-Okavango River Basin (CORB) has made significant progress under the governance of The Permanent Okavango River Basin Water Commission (OKACOM) since 1994. OKACOM has a forward-looking vision to provide scientifically based technical support to its Member States, to support sustainable development of the CORB that is economically prosperous, socially just, and environmentally healthy. However, the basin is facing increasing external and internal pressures such as poverty, population growth, changes in development patterns, growing infrastructure requirements and climate change.

Below is briefly discussed the strategy framework documents that guide water resource management practice in the CORB:

Transboundary **Diagnostic Analysis (TDA)** finalized in 2011 was the process of using empirical data to quantify, identify and set priorities for the environmental problems deemed transboundary in nature.

The Strategic Action Programme (SAP) for the Sustainable Development and Management of the CORB was informed by the TDA. The SAP establishes principles for the development of the Basin and improvements of the livelihoods of its people through the cooperative management of its shared natural resources. The objective of the SAP balances the shared commitments of the member states towards environmental sustainability, poverty alleviation, and improvement of the welfare and living conditions of the population through increased economic growth, using the mechanism of Integrated Water Resource Management (IWRM).

The Basin Development and Management Framework (BDMF) comprise the long-term vision and agreement on the accepted development space for the CORB and sets the overarching goal for basin monitoring and management. It was established as a long-term planning framework by SAP. The BDMF provides flexible management approaches informed by scientific and economic analysis that will respond to changing socio-economic and environmental conditions in the basin over time – key to effectively addressing the impacts of a changing climate.

OKACOM has been in the process of developing a Water Allocation Strategy (WAS) for the Cubango Okavango River Basin (CORB) since 2015 and in 2017 when this was presented to the Ministers Forum it was recommended that additional information to make informed decision on the allocation was still missing particularly in relation to the Groundwater resources of the basin. Water abstractions from the river are modest at present, but they are expected to rise in future. Therefore, the permanent Okavango River Basin Water Commission (OKACOM) wishes to develop transparent water allocation guidelines and mechanisms. The Water Allocation Strategy (WAS) is the primary tool for ensuring equitable and reasonable utilisation of the basin's water resources.

The benefits assessment study in the CORB was an initiative led by OKACOM, implemented in partnership with the World Bank, DfID and the Water Convention Secretariat. It followed a participatory methodology. Participants in the benefit assessment identified a large number of realised and potential benefits of transboundary water cooperation in the CORB. The qualitative benefit assessment carried in the CORB represented a first step towards characterising the relative importance of the different benefits and their distribution. The process of carrying out the benefits assessment represented a major communication and stakeholder engagement action. There is now a need to develop and agree on a benefit sharing strategy that will be acceptable to all the riparian states. Water allocation and benefit sharing go to the core of cooperation between MS, and therefore the WAS for CORB should be developed through consensus of all MS

2.0 Overall Objective of the assignment

2.1 Overall objective

The overall objective of the assignment is to carry out an assessment of the impact of programmes and projects on job creation, environmental and social development, update the basin water allocation strategy with new information, and to develop a benefit sharing strategy for the CORB.

The overall objective to enhance equitable and sustainable development in the CORB through (i) a rigorous assessment of the socio-economic and environmental impacts of past and ongoing interventions, (ii) the finalization and adoption of an evidence-based Water Allocation Strategy, and (iii) the development of a pragmatic and consensus-driven Benefit Sharing Strategy for Member States.

2.2 Specific Objectives (Purpose) are to:

- (i) Review and evaluate the socio-economic footprint of SAP-implementation initiatives in the CORB by specifically identifying how such SAP-related projects have contributed to job creation, improved community livelihoods, environmental sustainability and social developments;
- (ii) Review and update the Draft CORB Water Allocation Strategy that was developed in 2017 using recent hydrological, groundwater, and socio-economic data and information contained in recent studies carried out in the basin, with full Member State stakeholders' validation.
- (iii) Review regional and global best practices such as the work done by SADC Water Division on benefit sharing compiled during the regional water dialogues and develop a CORB-specific Benefit Sharing Strategy by incorporating various OKACOM instruments and frameworks, including PES, SEA, and Sustainable Development Space.

All activities, including studies, stakeholder engagement, training and capacity building conducted under this assignment must align with the World Bank's Environmental and Social Framework (ESF) and its applicable Environmental and Social Standards (ESSs), ensuring that recommendations consider potential environmental and social risks and align with best practices in transboundary water resource management.¹ Work under this consultancy is also expected to incorporate gender-sensitive approaches in all project activities and conduct a GBV/SEA/SH risk assessment.

¹ Please see here for World Bank Group ESS: <https://projects.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards> and here for World Bank Group ESF: <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework>

2.3 Expected outputs to be achieved by the Service provider.

The consultant is expected to deliver the following outputs:

Sub-Component	Main Activity	Sub-Activity
Component 2: Infrastructure investment and sustainable asset management for climate resilience		
Sub-component 2.1. Enhancing Institutional Capacity for Long Term Climate Risk Management	2.1.1 Assess the contribution and impact of the various Programmes that were implemented in the basin and those planned, to Job creation, economic growth and environment and social benefits	2.1.1.1 carry out the assessment of the impact investments of different benefit sharing strategies on job creation, environmental and social benefit for the CORB.
	2.1.2 Identify and replicate distributional impact investments of different benefit sharing strategies	<p>2.1.2.1 Prepare a report on the lessons learned on the impact of programmes on job creation, environmental and social benefit.</p> <p>2.1.2.2 Develop a Water Allocation Strategy. The Consultant will review the OKACOM Partial Water allocation Strategy Draft of 2017 and update it with new and relevant information and facilitate engagements with member states for the review and adoption of a final water allocation strategy.</p> <p>2.1.2.2 Develop the CORB benefit sharing Strategy. The consultant will look at previous works such as the World Bank / UNECE supported assessment of benefit of transboundary cooperation in the CORB (2018), SADC Water Division dialogues etc.</p> <p>2.1.2.3 Review the other instruments developed by OKACOM in the past such as the Payment for Ecosystem Service (PES) Framework, the Sustainable Development Space and the SEA with a view to create the necessary awareness on their importance and use in relation to benefit sharing and water allocation processes.</p> <p>2.1.2.4 Develop a risk mitigation plan. The consultant will develop a mitigation plan for risks and conflicts arising due to the implementation of the water allocation and benefit sharing strategy.</p>

		<p>2.1.2.5 Develop a sustainability roadmap. The consultant will develop a n annex document outlining how the Member States will implement the Water Allocation and Benefit Sharing Strategies.</p> <p>2.1.2.5 Produce summary notes and story briefs. The consultant will create story maps, briefs and summary notes to enhance information dissemination, awareness among community and government stakeholders and support decision-making.</p>
	2.1.3 Sharing Lessons learned with other sister basin organisations	2.1.3.1 Organize a learning South - South sharing forum with sister River Basin Organizations
Component 3: Project Management		
Sub-Component 3.1 Undertake project supervision, management and facilitate stakeholder engagements	3.1.1 Project coordination and Management Support	3.1.1.1 Propose and appoint a competent expert as a team lead to liaise with OKACOM to facilitate Project Management and coordination.
		3.1.1.2 Preparation of Project narrative and financial reports for submission to SADC Secretariat.

3.0 Task to be performed

3.1 Scope of Work

The selected service provider is expected to deliver three set of reports capturing the contribution of past, present and planned project to job creation, environmental protection and socio-economic development in the basin. The second deliverable will be a draft Water allocation strategy in the CORB to assist riparian states of the CORB to agree on a sustainable water allocation in the CORB. Finally, the consultant will prepare a benefit sharing strategy to be adopted by the three Member states based on the agreed principles as defined by the revised OKACOM Agreement and other related instruments. The below outlines in detail what the assignment will entail.

The assignment will involve:

- (i) Preparation and submission of the Inception Report to include the following actions:
 - a) Preparation and submission of an Inception Report within 15 working days of signing the contract.

- b) Presentation of the Draft Inception Report to the OKACOM Secretariat and consolidation of the inputs and comments following the presentation; and
 - c) Submission of a Final Inception Report.
- (ii) carry out assessment studies and convene and coordinate Stakeholder Consultations to validate consultants' reports;
- (iii) Prepare the following draft documents for review by the OKACOM and the Technical Reference Group:
 - (a) draft assessment report on the contribution and impact of the various Programmes that were implemented in the basin and those planned, to Job Creation, economic growth and environment and social benefits;
 - (b) draft CORB Water Allocation Strategy; and
 - (c) draft Cost and Benefit sharing Strategy for the CORB.
- (iv) Prepare for and present at the workshops with relevant technical experts and Stakeholders from OKACOM Member States to review the Draft assessment report, Draft CORB Water Allocation Strategy and draft Benefit sharing Strategy for inputs and comments. These workshops will also be awareness creation platforms for some of the relevant strategies and tools that OKACOM has developed in the past such as the PES, the SEA and Sustainable Development Space framework; and
- (v) Consolidation of inputs and comments from Member States and submission of the final draft outputs for approval by SADC through OKACOM.
- (vi) The studies must integrate World Bank guidance on dam safety, in line with NAS4 (ESS4 - Community Health and Safety). Risk assessments shall include structural integrity evaluations, potential impacts on downstream communities, and emergency preparedness plans in case of dam failure or operational changes.

3.2 Expected Final Deliverables

The consultant shall be expected to deliver the following outputs:

- (i) requisite assessment reports and draft final Strategies for Water allocation and benefit sharing in the CORB.
- (ii) Risk mitigation plan: develop a mitigation plan around the potential impacts and conflicts arising from the water allocation, potential water resources development, and the ensuing environmental impacts.
- (iii) Inputs into the process of having a successful South-South knowledge sharing workshop between OKACOM and other sister river basins on the lessons learned from implementation of the project and their products.
- (v) A sustainability roadmap document: a mini-strategy outlining how Member States will implement the Water Allocation and Benefit-Sharing Strategies.
- (v) Produce summary notes and story briefs tailored for government and local community stakeholders to aid information dissemination and decision-making.

3.3 Geographical area to be covered

The Assignment will cover the Cubango-Okavango River Basin extending over the territories of the three (3) OKACOM Member States, Angola, Botswana and Namibia and other regional and relevant global stakeholders. The Consultant will work closely with the OKACOM and SADC Secretariat DRR Unit and the SADC Water Division. Consultations with the Member States and stakeholders are expected to be mainly conducted through the planned workshops which will be held face-to-face as may be necessary. Virtual means will also be employed where necessary and appropriate.

3.3 Target groups

OKACOM Member States in particular decision makers and technical experts with responsibility water resources management, OKACOM Secretariat, Communities living in the basin, tourism operators, Commercial Agriculture farmers, NGOs and CBOs, Private Sector, Mining Groups, KAZA Secretariat, National Parks, Fisheries Associations, SADC Water Division, SADC GMI etc.

4.0 Expected Competencies

The successful Consultant shall have the following competencies under its disposal:

- (i) Relevant Experience in dealing with climate resilient projects and development of Water allocation strategies.
- (ii) A proven record and experience in developing benefit sharing strategies for transboundary Water resources management involving multiple stakeholders.
- (ii) Relevant experience in dealing with and managing donor funded projects at transboundary level with focus on water and related natural resources especially in dealing with community livelihoods programmes.
- (iii) Provide a dedicated team of experts to carry out the various activities in the project with relevant skills and experience in coordination and management of projects funded by international cooperating Partners (ICPs) with experience with the World Bank funded projects as an advantage.
- (iv) The Service Provider must have proven experience in the World Bank's ESF compliance, environmental and social risk assessments, and mitigation measures or similar.

4.1 QUALIFICATION REQUIREMENTS

4.1.1 Service providers

The assignment is expected to be undertaken by a Consultancy Firm with the necessary expertise to include at least the experts listed below. The firm is allowed to propose additional expertise if deemed relevant for the assignment.

The successful Service Provider must demonstrate: (a) Experience in water resources management at transboundary level and socio-economic development at community level; (b) Expertise in stakeholder engagement methodologies, including gender and social inclusion strategies; (c) Proven track record in the development and implementation of **climate-resilient Integrated Water Resources Management (IWRM)** approaches including carrying out and operationalisation of water allocation and benefit sharing strategies for transboundary river basins and complex hydrologic systems (d) Experience in assessing impacts of water and related projects to job creation and socio-economic development will be an advantage.

The following are the minimum qualifications and time input for Consultant's key personnel required to carry out the services:

4.1.2 Team Leader & Integrated Water Resource Management Expert

(a) Qualifications and skills

The Team Leader should hold a Masters Degree or PhD in Hydrology, Hydrogeology, Water Resources Management/Engineering, Environmental Engineering, hydro-economics, Remote Sensing or related discipline, with strong transboundary water resources planning skills.

(b) Specific professional experience

- At least 10 years' experience in transboundary water resources management work
- At least 5 years' experience in quantitative analysis of water resources allocation, benefit sharing and socio-economic development with a strong focus on community livelihoods improvement initiatives. A proven track record in leading the development and implementation of **climate-resilient Integrated Water Resources Management (IWRM)** approaches, including the design and operationalization of **water allocation strategies** in transboundary river basins or complex hydrological systems.
- Appreciation of at least one transboundary water cooperation agreement of a SADC RBOs
- Familiarity with resilient investments at transboundary community and country level

- Solid experience in Project Preparation and implementation
- Good appreciation of climate adaptation funds and their general requirement
 - Demonstrated experience in working with governments, diverse communities and partners

(c) General professional experience

- At least 5 years general experience in consultant team leadership
- Must be result-oriented, a team player, exhibiting high levels of enthusiasm, tact, diplomacy, and integrity.
- Demonstrate excellent leadership, interpersonal and professional skills in interacting with government and development partners.
- Excellent report writing capabilities
- Fluent in spoken and written English
- Excellent presentation and facilitation skills
- Working knowledge of Portuguese will be an added advantage.
- Computer literate with good working knowledge of the standard Microsoft Office suite of programs.
- Excellent project management skills

4.1.3 Environmental and Socio-Economic Expert

(a) Qualifications and skills

Masters or PhD in environmental sciences, environmental engineering, natural resources economics, ecohydrology, or related discipline, with strong environmental and Socio-economic assessment skills.

(b) Specific professional experience

- At least 10 years' experience in integrated water resources management or planning
- At least 10 Years' experience in ESIA preparation work
- Adequate experience in transboundary cross border water or environmental and socio-economic assessment
- Adequate appreciation of the OKACOM Agreement, SADC Protocol on shared watercourses, OKACOM Strategic Environment Assessment Framework and general environmental management
- General appreciation of the basin or catchment management practice in SADC with a strong focus on the CORB.
- Experience in environmental and social risk assessments aligned with World Bank ESF/ESS requirements or similar.

(c) General professional experience

- At least 5 years general experience in related consultancy work
- Must be result-oriented, a team player, exhibiting high levels of enthusiasm, tact and integrity.
- Excellent analytical skills

- Excellent report writing capabilities.
- Fluent in spoken and written English.
- Good presentation and facilitation skills
- Working knowledge of Portuguese is an added advantage
- Computer literate with good working knowledge of the standard Microsoft Office suite of programs.

4.1.4 Legal and Governance Expert

(a) Qualifications and skills

Masters or PhD in Governance, Development Studies, Public Policy, Institutional Development, International Relations, Environmental Law or equivalent with strong practical experience in governance in Transboundary or Shared Watercourses or complex hydrologic systems.

(b) Specific professional experience

- At least 10 years' experience in developing, supporting, implementing and providing technical advice on governance frameworks of Transboundary Water Basins
- Experience in providing balanced technical advice on balancing water use and operationalization of integrated water resources management or planning, benefit sharing and water allocation strategies.
- Demonstrated experience in multi-country negotiation and policy harmonization with a minimum of five years.
- Demonstrated knowledge of **transboundary environmental governance** and cross-border socio-economic planning and assessments.
- At least **5 years** of practical experience supporting or advising **river basin organizations, regional economic communities** (e.g., SADC), or **multi-country programmes on policy harmonization, institutional reform, or benefit-sharing arrangements**. Demonstrated ability to facilitate consensus-building processes and high-level stakeholder dialogues among riparian states, including ministries, basin institutions, and community representatives.
- Familiarity with governance challenges and opportunities in transboundary water cooperation under agreements such as the OKACOM Agreement, SADC Protocol on Shared Watercourses, or equivalent RBO legal frameworks.
- Experience with institutional capacity assessments, governance risk diagnostics, and functional reviews of basin organizations or water sector agencies.
- Knowledge of international good practices in multi-level water governance, including decentralization, intersectoral coordination, and integration of community and indigenous governance systems.

(c) General professional experience

- At least 5 years general experience in related consultancy work

- Must be result-oriented, a team player, exhibiting high levels of enthusiasm, tact and integrity.
- Excellent analytical skills
- Excellent report writing capabilities.
- Fluent in spoken and written English.
- Good presentation and facilitation skills
- Working knowledge of Portuguese is an added advantage
- Computer literate with good working knowledge of the standard Microsoft Office suite of programs.

4.2 Selection Criteria

Table 2 provides the selection criteria for the service provider

No.	Criteria Category	Total Points for Consultancy team (%)
1.	Qualifications (education and professional skills of the team of experts)	20
2.	Specific Professional Experience (Water resources management, Water Economics, hydrology, ecology, and water resources Engineering)	35
3.	General Professional Experience	35
4.	Experience in stakeholder engagement, environmental and social risk assessment, and gender and social inclusion considerations in line with World Bank's ESF or other multilateral development entities E&S framework or similar.	10

5. REPORTING REQUIREMENTS AND TIME SCHEDULED FOR DELIVERABLES

5.1 Reporting requirements

- 5.1.1 The consultant will report to the Deputy Executive Secretary- Regional Integration through the Project Coordinator with the day-to-day support supervision from the Project Coordinator, OKACOM and Senior Programme Officer-Water. The reports will include the Inception Report, workshop reports and well-developed consultancy reports and the financial management reports as necessary.
- 5.1.2 All the deliveries shall be delivered to the Project Coordinator whilst the approval of the deliverables shall be the responsibility of the OKACOM Executive Secretary.
- 5.1.3 All reports shall be in electronic format in MS Word, Excel, or others related as the case may be. The Firm shall work with the OKACOM Secretariat. Once a the various reports are produced they will be subject to review and

comments by the Technical Reference Group made up experts from Member States and other specialized institutions such as universities and research institutions. The following deliverables must be submitted in electronic format within 1 month after completion of each training and/or technical assistance per Member State being assisted:

Name of report	Content	Time of submission
A report on the Assessment of Impact of past, present and planned Projects on Job Creation	Document to cover results stated at 2.3 and tasks 3.1 above. The recommendations must be SMART and that can be embedded in a results-based framework for monitoring and evaluation to measure impact of the activity.	1 month (30 calendar days) after completion, review and endorsement by the Stakeholders
Water Allocation Strategy Report	Document which contains all the available options and criteria for water allocation in the basin. This will have to be reviewed and adopted by the riparian states of the CORB for application in water allocation.	1 month (30 calendar days) after completion review and endorsement by the Stakeholders and Member State
Transboundary benefits sharing Strategy Report	Based on the current work in the sector and the analysis of options available to apply a benefit sharing across stakeholders and respective countries sharing the CORB	1 month (30 calendar days) after completion review and endorsement by the Stakeholders and Member State

5.2 Submission & approval of reports

Two copies of the reports referred to above must be submitted to the entities as identified at 5.1 above. The reports must be written in English and Portuguese.

5.3 Project Management

Overall responsibility for direct supervision of the consultancy will lie with the Project Coordinator/ Manager in consultation with the OKACOM ES. The Consultant shall be responsible for the operational day-to-day management and coordination of the consultancy work.

5.4 Management Structure

The Consultant shall report directly to the Project Coordinator / Manager.

6. LOGISTICS AND START DATE

6.1 Location

The assignment will be mainly desk top based with very limited travel to attend stakeholder validation workshops.

6.2 Office accommodation

None required, otherwise OKACOM will provide at their premises

6.3 Facilities to be provided by the contracting authority

For the expert working on this consultancy, the Contracting Authority shall facilitate visa entry in the selected Member States, if required.

6.4 Facilities to be provided by the contractor

The contractor must ensure is the Team Leader and Technical Expert (as defined in sections 4.1.2 , 4.1.3 and 4.1.4 above) are adequately prepared and equipped for delivery of the reports and other deliverables. Moreover, the Consultancy Firm is expected to be fully self- sufficient in terms of international travel associated expenses in the selected Member States with laptop and related device connectivity for projector for this consultancy.

6.5 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.

7. Duration of the assignment

The proposed deliverables will be expected to be finalized within 368 working days spread over a period of 2 years.

8. MONITORING AND EVALUATION

8.1 Definition of indicators

The indicators to be used are timeliness, technical coverage and analytical quality of the Report as detailed in section 5 above. The level of input and

acceptance by stakeholders through the validation workshops will be used to assure the quality of the deliverables (Reports)

8.2 Special requirements

The Consultant Firm must declare any potential conflict of interest between the provision of the requested services, and other activities in which a member of their consortium of group(s), or any expert proposed in their offer is engaged.

9. ASSUMPTIONS AND RISKS

9.1 Assumptions underlying the project

It is assumed that the consultant firm would be procured within the reasonable timeframe and activities implemented within the schedule provided.

9.2 Risks

The nature of the assignment presents negligible risks associated with the consultancy. Some of the risks foreseen are the following:

Possible risks	Risk Level	Mitigation Measures
1. Delayed delivery of expected outputs as per minimum standards and availability of data.	Medium	Monitor implementation and delivery of outputs through monthly technical meetings

10. FINANCIAL PROPOSAL

10.1 Financial proposal

The financial proposal should include all fees and relevant costs associated with the implementation of the assignment.

10.2 Schedule of payment

The following payment schedule will be followed:

- (i) 20% of the total cost after approval of the inception report
- (ii) 40% of the total cost after approval the Draft Report containing the three envisaged deliverables following the incorporation of all comments from the stakeholders
- (iii) 20% of the total cost after approval of Final Reports as validated by Member States; and
- (iv) 20% of the total after all the deliverables are submitted to the satisfaction of the client.



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