



SADC SECRETARIAT RESPONSES TO REQUESTS FOR CLARIFICATIONS

REFERENCE: SADC/3/5/2/432

**CONSULTANCY FOR INDEPENDENT ANALYSIS AND REORGANIZATION OF THE SADC  
SECRETARIAT STRUCTURE AND STAFF COMPLEMENT  
DATE OF ISSUE OF RESPONSES: 14 April 2026**

Question №	Question	SADC Secretariat Response
Nr.1	Kindly confirm the maximum budget available for this assignment.	Our current Procurement Guidelines do not mandate us to disclose the budget amount. Kindly provide a realistic amount of how much the assignment will cost as per the Terms of Reference.
Nr.2	Clause 3.3(i) of the Information to Bidders provides that subcontracting is permissible up to 40% of total staff-days. However, Data Sheet Clause 3.3(i) states that “The Bidder will not subcontract any portion of the assignment.” These provisions are contradictory. Kindly confirm which provision governs and whether any form of subcontracting or consortium arrangement is permitted under this contract.	Clause 3.3(i) shall prevail. Note that the clause quoted reads partly as follows “ <i>In case of subcontracting <b>this shall be in the limit stated in the Data Sheet</b> but under no circumstances shall exceed forty percent (40%) of the total staff-days input.</i> ” This entails that the Data Sheet provides the specific application of this Clause, hence, as specified in the Data Sheet subcontracting will not be accepted.

Nr.3	For global price contracts, Clause 3.3(ii) of the Information to Bidders states that the estimated number of professional working days is to be provided in the Data Sheet. No such figure has been included in the Data Sheet as issued. Kindly provide the estimated total staff-days input envisaged for this assignment, disaggregated by Key Expert position where possible.	The estimated implementation period for the assignment is six (6) months. The segregation by Key Expert will be determined by the Consulting Firm noting that this is Global Price contract.
Nr.4	Section 4.1 of the Terms of Reference references a workload analysis report produced in October 2022 and describes it as constituting “a good basis for the analysis required” under this assignment. Kindly advise whether this report will be made available to bidders prior to the proposal submission deadline, and if so, through what channel.	Access to confidential document(s) shall be provided to the successful bidder.
Nr.5	Kindly advise whether the Procuring Entity will make available to bidders any of the following prior to the submission deadline: the current approved organisational structure chart; the total number of filled and vacant positions; and existing job descriptions. Availability of such documentation would be material to the preparation of a credible methodology and work plan.	Access to confidential document(s) shall be provided to the successful bidder. The overall structure is attached.
Nr.6	Section 6.2 of the Terms of Reference requires the Contractor to provide office accommodation of a minimum of 10 square metres per expert at its own cost. Kindly clarify:	(a) The bidder shall outline methodology and working modality that enable delivery of services as required in this bidding document; and  (b) Same as (a) above.

	<p>(a) Whether both Key Experts are expected to be physically present in Gaborone on a full-time basis for the entirety of the six-month implementation period; and</p> <p>(b) Whether any portion of the assignment may be conducted remotely from the Contractor's home office</p>	
Nr.7	<p>The specific objective of the Terms of Reference requires that the proposed organisational structure be achieved with "zero or no significant financial implications." Kindly clarify:</p> <p>(a) Whether this constraint precludes the Consultant from recommending the creation of any new positions; and</p> <p>(b) Whether recommendations for the elimination or merger of existing funded posts fall within the permitted scope of the assignment.</p>	<p>(a) The successful bidder is expected to independently analyse and reorganise the SADC Secretariat Structure and Staff complement and provide Final Report and Presentation, including an implementation roadmap for the proposed realigned structure as stipulated in the Term of References; and</p> <p>(b) Same as (a) above.</p>
Nr.8	<p>Section 4.2 of the Terms of Reference requires the Consultant to benchmark the SADC Secretariat's structure and operations against "similar regional organisations." Kindly indicate which organisations the Procuring Entity considers appropriate comparators for this purpose</p>	<p>African Regional Economic Communities such as Economic Community of West African States (ECOWAS), East African Community(EAC), Common Market for Eastern and Southern Africa (COMESA), Economic Community of Central African States (ECCAS) and Intergovernmental Authority on Development (IGAD).</p>
Nr.9	<p>The Terms of Reference contemplate extensive engagement with staff across all Directorates and Units of the SADC Secretariat. Kindly confirm:</p> <p>(a) Whether the Secretariat will establish a formal internal working group or designate a focal point to facilitate access for the Consultant;</p>	<p>(a) Yes;</p> <p>(b) The bidder shall propose based on their needs and as deemed fit to deliver the services as required; and</p> <p>(c) This shall be determined and agreed upon with successful bidder, should the need arise to engage Member States representatives.</p>

	<p>(b) The approximate number of staff members who will be made available for interviews or workshops; and</p> <p>(c) Whether engagement with Member State representatives' forms part of the expected scope of this assignment.</p>	
Nr.10	Data Sheet Clause 4.3 provides that only the Technical Proposal is to be submitted at this stage and that bidders who meet the technical threshold will subsequently be invited to submit their Financial Proposals. The RFP does not specify the modality or timeline for financial proposal submission at that stage. Kindly advise how and within what timeframe Financial Proposals will be called for and submitted	Bidders meeting the technical threshold will be notified accordingly.
Nr.11	<p>The Data Sheet requires submission of a valid tax clearance certificate and a duly commissioned sworn statement. Kindly confirm:</p> <p>(a) Whether the tax clearance certificate is required from the bidder's home country tax authority or from the Botswana Unified Revenue Service;</p> <p>(b) Whether the sworn statement may be commissioned before a commissioner of oaths or notary in the bidder's country of domicile; and</p> <p>(c) Whether supporting documents not in English must be accompanied by a certified or notarised translation.</p>	<p>(a) The tax clearance certificate from where the bidder is operating from shall be considered to show compliance to that country</p> <p>(b) The sworn in statement can be commissioned in the bidder's country</p> <p>(c) Yes</p>
Nr.12	Section 5.2 of the Terms of Reference sets an intended start date of 1st July 2026. Given the proposal submission deadline of 20th April 2026 and the evaluation, award, and contract signature processes that must follow, kindly	The commencement date may be reset at contracting stage.

	confirm whether the 1st July 2026 commencement date remains firm, and advise the minimum mobilisation period that will be afforded to the successful Contractor following contract signature	
Nr.13	Kindly confirm whether SADC is tax exempt? This information will help us in preparation of the financial proposal	SADC Secretariat is exempt from any form of tax. However, individual consultants/firms are subject to local income tax or exempt under specific SADC rules depending on their contract.
Nr.14	We note that the contract is structured as a global price with no reimbursable expenses. Could you kindly confirm whether all costs, including travel, accommodation, stakeholder engagement activities, and logistical requirements, are expected to be fully included within the lump sum financial proposal? Are there expectations for full-time presence in Gaborone or is a hybrid approach feasible?	All costs must be included in the financial proposal.  The bidder shall outline methodology and working modality that enable delivery of services as required in this bidding document.
Nr.15	Could the 2022 workload analysis report be shared in full to enable alignment with prior findings and avoid duplication of effort? Additionally, could you indicate/share which recommendations from the 2022 exercise have already been implemented, and any key lessons emerging from that process?	Access to confidential document(s) shall be provided to the successful bidder.
Nr.16	While the TOR provides a high-level overview of the Secretariat's structure, could you kindly share a more detailed organisational structure (organogram), including the number of directorates, units, and indicative staffing levels per function, to support accurate scoping of the assignment?	Access to confidential document(s) shall be provided to the successful bidder. The overall structure is attached.  The current staff headcount for SADC Secretariat is 296.

	What is current staff headcount for SADC Secretariat	
Nr.17	Can the consultant suggest additional staff in the new structure or their role will be to restructure only?	The successful bidder is expected to independently analyze and reorganize the SADC Secretariat Structure and Staff complement and provide Final Report and Presentation, including an implementation roadmap for the proposed realigned structure as stipulated in the Term of References.
Nr.18	Please clarify if the experienced employee cuts mentioned in the data document was as a result of work overload.	Yes, in some instances.
Nr.19	Will there be a prebid conference - virtual?	No
Nr.20	Please confirm mode of submission for bid whether it's both physical or electronically too with password protection	The submission will be done electronically through the link in the RFP. Note that under Data Sheet 4.3 Bidders must submit electronic version of the technical proposal only in PDF Format. Bidders submitting both Technical and Financial proposals at this stage will be disqualified.
Nr.21	You have already undertaken an analysis. Please clarify if the consultant will also need to do an independent assessment? 3. Is the consultant expected to review SADC's result before/ during Inception stage	The successful bidder is expected to independently analyze and reorganize the SADC Secretariat Structure and Staff complement and provide Final Report and Presentation, including an implementation roadmap for the proposed realigned structure as stipulated in the Term of References.
Nr.22	Can you please confirm if aside of the two experts the bidders can include additional experts as non key experts	Yes, but the two experts will be evaluated
Nr.23	Is the sworn in statement complete?	Yes

Nr.24	There appears to be a discrepancy between descriptions of the required outputs in the Terms of Reference between Section 2.3 and Section 7.1. The descriptions of the content for Deliverables 3 and 4 appear to be duplicated and the timeframes for submission conflict and present a timing issue in that deliverable 3 is required weeks (30 days) prior to the end of the assignment and deliverable 4 within one week of feedback comments on the draft final report. Can you please clarify the specific content and timing for Deliverables 3 and 4.	Deliverables 3 and 4 are similar; however, the implementation roadmap is required for deliverable 4. Deliverables 3: 30 days before the end of the assignment Deliverables 4: one week after receiving feedback from the Secretariat
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**End of Responses**

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*Signature Request*

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*Original Document*

Document Name:	RESPONSES TO CLARIFICATIONS Independent Analysis ExAnte.docx	Document Size:	285.3 KB
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*Email Evidence*

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*Web Evidence*

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*Email Evidence*

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