

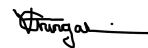
SRFS NUMBER: TN/HR/007/21

TERMS OF REFERENCE

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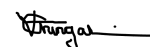
TECHNICAL ASSISTANCE TO SADC SECRETARIAT ON STRENGTHENING  
CHANGE AND KNOWLEDGE MANAGEMENT

FEE BASED CONTRACT

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## 1 BACKGROUND INFORMATION

### Partner country and procuring entity

The Partner and procuring entity is the Southern African Development Community Secretariat.

### Contracting authority

Southern Africa Development Community (SADC)

### Country background

The Southern African Development Community (SADC) was established as a development coordinating conference (SADCC) in 1980 and transformed into a development community in 1992. It is an inter-governmental organisation whose goal is to promote sustainable and equitable economic growth and socio-economic development through efficient productive systems, deeper co-operation and integration, good governance and durable peace and security among fifteen Southern African Member States.

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, Swaziland, Tanzania, Zambia, Zimbabwe. Established in 1992, SADC is committed to Regional Integration and poverty eradication within Southern Africa through economic development and ensuring peace and security.

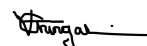
Article 14 of the SADC Treaty establishes the SADC Secretariat as the principal executive institution of SADC. The Secretariat performs its mandate and functions within the policy, strategic and programme provisions outlined in the Regional Indicative Strategic Development Plan (RISDP) and the Strategic Indicative Plan for the Organ (SIPO) .

The Regional Infrastructure Development Master Plan (RIDMP), the SADC Regional Agricultural Policy (RAP), the Industrialisation Strategy and the Roadmap, among others, are complementary guiding frameworks for achieving the regional integration agenda. SADC has also developed various Protocols for domestication and implementation by Member States.

### Related programmes and other donor activities

Two In 2008, the Secretariat identified specific capacity and institutional development needs, and prepared a SADC Secretariat Capacity Development Framework. The framework was implemented through the 9th EDF CBRI project, the 10th EDF ICDP, the 10th EDF TCFs and the GIZ ProGRESS project. The EU support to the Capacity Development Framework was also intended to ensure that the Secretariat meets international standards for institutional compliance in the areas of Accounting, Audit, Internal controls and Procurement; and becomes eligible for implementing EDF resources through Contribution Agreements.

The evaluations of the ICDP programme noted that, the programme made notable achievements of a change management nature, including development of policies, systems and procedures. The evaluations also noted that it would take some time before real impact can be achieved, and that



the programme achievements should be continued under a new programme. The need for strengthening the Secretariat's capacity to implement the regional agenda follows the approval in March 2017 of the new SADC Secretariat institutional and organisational structure.

To address the organisational issues identified above SADC Secretariat has adopted the Integrated Institutional Capacity-Building (IICB) Programme supported by the European Union (EU) as approved by the European Commission in October 2017. Since 2017 that SADC is a pillar assessed entity, meaning it is entrusted by the European Commission with budget implementation tasks using its own systems, rules and procedures.

The overall IICB Programme was formulated with two specific objectives:

Specific Objective 1 (SO1): To enhance the capacity of SADC Member State structures to facilitate and co-ordinate implementation of the regional agenda at country level; and

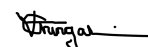
Specific Objective 2 (SO2): To enhance service delivery by the SADC Secretariat in support of programme/projects planning, co-ordination, resource mobilisation, implementation, monitoring and knowledge-sharing of regional commitments at country level.

The EU and the SADC Secretariat have identified the GIZ as the lead implementation agency for the first Specific Objective (SO1). The SADC Secretariat is responsible for implementing SO2. While SO1 and SO2 will have separate implementation arrangements, the two objectives shall be implemented in a coordinated way and will complement each other. The overall objective of IICB SO2 is to accelerate progress towards implementation of SADC regional integration. The specific objective is to enhance service delivery by the SADC Secretariat in support of programme/projects planning, co-ordination, resource mobilisation, implementation, monitoring and knowledge-sharing of regional commitments at country level. The estimated total cost of the programme is €6.7 million over a duration period of 48 months.

This contract is one of the four service contacts providing technical assistance for the implementation of IICB:

- Strengthening Institutional Capacity and Stakeholder Engagement
- Change and Knowledge Management
- Harmonization of ICT systems
- Cybersecurity assessment

These contracts will need to be implemented in close collaboration, and in coordination with SO1, under the supervision of the IICB programme management structures. In this context, the Secretariat has established a need to engage consulting firms to strengthen Change and Knowledge Management..



## OBJECTIVE, PURPOSE & EXPECTED RESULTS

### Overall objective

The specific objective of the assignment is to strengthen change and knowledge management at the SADC Secretariat through assessment of opportunities and threats to change and development of tools to implement and monitor change and knowledge management;

### Purpose

The purpose of the Contract is to provide technical assistance to the SADC Secretariat aimed at strengthening change management and institutional capacity for identification, storage, management and preservation of knowledge in the implementation of the RISDP/SIPO.

### Results to be Achieved by the Contractor

The Expert shall work with the Secretariat up to a thirty-six (36) month period, and by the end of the assignment, shall have delivered the following in electronic format:

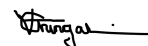
#### *A. Develop and Implement a SADC Change Management Theory*

- i. Report on internal organisational change management readiness assessment, mapping and profiling;
- ii. Proposals for a transformation management structure for the development and implementation of the change management strategy and plan;
- iii. A SADC change management strategy and plan, complete with a communication plan;
- iv. Periodic review reports of the implementation of the change management strategy and plan; and
- v. Proposals for a new organizational work culture and value system aligned to the attainment of the SADC Vision, Mission and Objectives.

#### *B. Develop and Implement SADC Knowledge Management Strategy (KMS) and System*

- i. Analysis of understanding and application of Knowledge Management at the Secretariat conducted;
- ii. Appropriate knowledge management system and/or approach developed and institutionalised;
- iii. Secretariat's existing electronic Knowledge management capacity strengthened and aligned to SIMS;
- iv. Electronic depository capacity process developed;
- v. Sustainability and mainstreamed strategy for the Knowledge Management and Change Management system created;
- vi. e-learning platforms developed and implemented; and
- vii. Formal project completion handover reports system developed.

#### *C. Train SADC Secretariat staff in specialized areas towards effective management*



- i. Training module for all Secretariat staff on the Change, Plans and tools developed and staff trained; and
- ii. Training module for all Secretariat staff on Knowledge Management Strategies, Plans developed and staff trained.

## ASSUMPTIONS & RISKS

The table below summarises key Risks associated with this Action and outlines mitigation measures that will be put in place to reduce the risks identified.

Risks	Risk level (H/M/L)	Mitigating measures
Travel restrictions due to worsening COVID 19 situation	H	Prioritization of activities in workplan with focus on those that can implement and managed remotely Use of virtual platforms
COVID 19 lockdown measures result in staff telecommuting	H	Prioritization of activities in workplan with focus on those that can be implemented and managed remotely Use of virtual platforms for meetings
Unavailability of staff during critical periods for the assignment	L	Project workplans will be shared in advance with Management to ensure availability of key staff
<b>Assumptions</b>		
COVID 19 situation will not worsen resulting in strict lockdown measures		
SADC Secretariat Directorates and Units are willing to cooperate among themselves		

## SCOPE OF THE WORK

### General

This Action is part of the overall Integrated Institutional Capacity-Building (IICB) Programme supported by the European Union (EU) for the Secretariat of the Southern African Development Community (SADC) as approved by the European Commission in October 2017. Pursuant to this, the overall IICB Programme was formulated with two specific objectives:

Specific Objective 1 (SO1): To enhance the capacity of SADC Member State structures to facilitate and co-ordinate implementation of the regional agenda at country level; and

Specific Objective 2 (SO2): To enhance service delivery by the SADC Secretariat in support of programme/projects planning, co-ordination, resource mobilisation, implementation, monitoring and knowledge-sharing of regional commitments at country level.

While SO1 and SO2 will have separate implementation arrangements, the two objectives shall be implemented in a coordinated way and will complement each other.

The EU and the SADC Secretariat have identified the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) as the lead implementation agency for the first Specific Objective (SO1) of the Programme. GIZ has been implementing the “Strengthening of National-Regional Linkages in SADC” (SNRL) Programme with German funding since the beginning of 2016. The German contribution to the SNRL Programme was increased and its duration extended. SO1 of the Programme is co-financed by the GIZ and the EU.

### Project Description

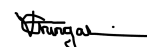
The overall objective of this action is to accelerate progress towards implementation of SADC regional integration.

The specific objective of this action is to enhance service delivery by the SADC Secretariat in support of programme/projects planning, co-ordination, resource mobilisation, implementation, monitoring and knowledge-sharing of regional commitments at country level.

The SADC Secretariat has a key role to play in supporting the implementation of the regional integration agenda (as outlined in the Revised RISDP and the prioritised Protocols) and the regional integration commitments of the Member States (under the SADC Treaty). A restructured and reorganised Secretariat, reinforced by targeted capacity-building support, can reorient itself as the key focal point and driver of the regional integration agenda, in support of the Member States. This can be achieved through more integrated engagements and interactions at the national level through the SADC National Structures (envisaged by the SADC Treaty) (as pursued under SO 1) and through supra-national fora that can, and should, be established to foster on-going dialogue and knowledge-exchange.

To effectively undertake its key role, the Secretariat, with support under this action (SO2) must enhance its way of doing business as well as reinforce and align its internal systems and processes to become more efficient and outward-focused in its support to Member States in meeting their regional integration commitments (under the SADC Treaty). With the support of funding under this Action, the Secretariat will focus on:

- a. Transformed way of doing business in the SADC Secretariat. This is about making the institution more agile to change based on a culture of interaction, collaboration and adaptation that overcomes the current silo mentality;
- b. Improved knowledge management systems to support peer learning and development of corporate culture rather than the current silo mentality;



- c. Strengthened internal service level agreements among departments. This is about developing and implementing performance benchmarks between corporate service units and programme / project units for effective project management;
- d. Improved skills and capacity in the implementers for effective project and contract management with enhanced skills and abilities in effective planning and budgeting, procurement, financial management, monitoring and evaluation and reporting. Furthermore, this also calls for training of personnel in specialised areas for effective programme and project management based on results-oriented performance management;
- e. Strengthened engagement mechanisms with regional stakeholders including 'Think Tanks' and similar such public, private sector and civil society engagement mechanisms.

This programme is looking for longer-term transformational changes requiring therefore that a holistic approach that combines capacity development initiatives (e.g. training and on-the-job learning) and knowledge sharing arrangements (aided by the introduction of ICT systems where added-value can be demonstrated and where ICT can enable a faster lasting change within the organisational set-up) be implemented. Institutional capacity remains a challenge in the Secretariat and therefore the implementation of this action will pay particular attention at change management and the institutionalisation of information, knowledge and operational capacity. This should bring about sustainability in the operations of the Secretariat.

#### **Geographical area to be covered**

The project will be implemented in Gaborone, Botswana

#### **Target groups**

SADC employees at the Secretariat

#### **Specific work**

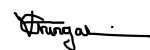
Key tasks of the Expert are as follows:

##### **4.2.1 Develop and Implement a SADC Secretariat Change Management Theory**

- i. Conduct an internal organisational change management readiness assessment (with clear identification of SADC's delivery capacity to implement the strategy), mapping and profiling, and formulate a SADC change management strategy and plan.
- ii. Establish a transformation management structure (change leader and champions) to oversee the development and implementation of the change management strategy and plan;
- iii. Design tools to implement, monitor and communicate change at the Secretariat; and
- iv. Undertake periodic reviews of the implementation of the change management strategy and plan, and propose a new organisational work culture and value system aligned to the attainment of the SADC Vision, Mission and Objectives.

##### **4.2.2 Develop and Implement SADC Knowledge Management Strategy (KMS) and System**

- i. Conduct an analysis on the understanding and application of Knowledge Management at the Secretariat and propose recommendations.





- ii. Develop and implement an appropriate knowledge management system and/or approach to institutionalise, share and exchange knowledge within the context of the RISDP and the SIPO.
- iii. Assess the Secretariat's existing capacity for knowledge management, strengthen its electronic depository capacity align to the SADC existing management system(s);
- iv. Develop electronic depository capacity process for all non-confidential documents. The system development should be sustainable after the end of the project;
- v. Identify the sustainability and mainstreamed strategy for the Knowledge Management and Change Management system.
- vi. Create and implement e-learning platforms;
- vii. Develop a system where members of staff and project staff when complete their contracts they provide a formal handover reports.

**4.2.3 Train SADC Secretariat staff in specialized areas towards effective management (the training activities below are to be coordinated with other IICB technical assistance contracts)**

- i. Develop and deliver training for all Secretariat staff on the Change Management Strategies, Plans and tools; and
- ii. Develop and deliver training for all Secretariat staff on Knowledge Management Strategies, Plans and tools developed and delivered.

**Project management**

**Responsible body**

Overall responsibility for supervision of the technical assistance will lie with the Project Manager, the Director PPRM assisted by the Senior Officer – Project Management Support. Day-to-day interactive responsibility for the technical assistance in each activity area will be that of respective Directors. The Deputy Executive Secretary – Corporate Affairs shall play an oversight function and provide high-level guidance on the implementation of the Service Contract.

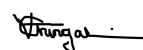
**Governance Structure**

The Consulting Firm shall be responsible for the operational day-to-day management and coordination of the consultancy work. The activities will need to be implemented in close collaboration with other IICB service contracts and in coordination with IICB SO1, under the supervision of the IICB programme management structures. The Consulting firm shall work closely with Senior Officer: HRA under the overall guidance of Deputy Executive Secretary: Corporate Affairs. HRA Directorate shall be responsible for the operational day-to-day management and coordination of the consultancy work.

**Facilities to be provided by the contracting authority**

For all technical positions, SADC Secretariat, as the Contracting Authority will facilitate:

- residence and work visas for the Experts, as appropriate;



- Botswana residence permits for the immediate family of the Experts;

## LOGISTICS AND TIMING

### Location

The services shall be undertaken at the SADC Secretariat in Gaborone, Botswana. In undertaking their duties, the Experts may be required to travel within the SADC region or internationally. Where such travel is undertaken for the purposes of this Service Contract, the Key Experts' travel and per diem expenses will be met from the incidentals budget line of the Service Contract.

### Start date & period of implementation

The intended commencement date is April 2021 and the period of implementation of the Contract will be up to twenty four months (24) from the commencement date as per special conditions of the contract.

## REQUIREMENTS

### Staff

#### Key Experts

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

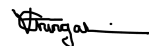
The Key Experts under this Service Contract will be two (2) persons, referred to as KE1 and KE2. The Key Experts will be expected to work in accordance with the SADC working week. The Experts must be willing to work in Gaborone, Botswana and be able to travel in the SADC Member States when required.

The profiles of the key experts under this Contract are as follows:

Expert Category	Expert Title	Number of working days
Category I	Change Management Expert	200
Category I	Knowledge Management Expert	200

Thresholds per category are as follows:

Category I	Senior consultant with 15 or more years of relevant experience
Category II	Consultant with 10 or more years of relevant experience
Category III	Junior consultant with 5 or more years of relevant experience
Category IV	Support staff with some experience relevant to requested services (e.g. admin support to an event or a meeting, coordinator of travel, etc.)



## Key Expert 1: Change Management

### Qualifications and Skills

- A minimum of a Master's degree or equivalent in any Social Sciences field with particular emphasis on Organisational Development, Change Management and Human Resources Development.
- Must be computer literate, and competent in Word Processing and Spreadsheet Applications.
- Written and oral fluency in the English language is essential. Knowledge of French and/or Portuguese would be an asset.
- Excellent oral and written communication, analytical, presentation and report writing skills in English Language.
- Excellent time management and organizational skills to prioritize workload and meet tight deadlines.

### General Professional Experience

- Must have at least fifteen (15) years of experience on Change Management or Organisational Development.

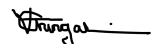
### Specific Professional Experience

- Specific experience in developing and implementing change management, preferably in a public institution;
- Knowledge of and experience with management systems, business processes, institutional development concepts, participatory methods and instruments of institutional capacity development;
- Experience in reform processes / institutional management in public or private sector organisations (incl. NGOs);
- Experience in administrative management and facilitating teams in public or private sector;
- Experience in working with leaders and officials in government, private sector organisations or aid agencies;
- Project management expertise would be an advantage;
- Previous experience in the SADC region would be an advantage.

## Key Expert 2: Knowledge Management

### Qualifications and Skills

- A minimum of a Master's degree or equivalent in Knowledge Management/Communications/Media/Library and Information Studies, or MBA or equivalent post graduate degree relevant to KM and Organisational Development;



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- Must be computer literate, and competent in Word Processing and Spreadsheet Applications; and
- Written and oral fluency in the English language is essential. Knowledge of French and/or Portuguese would be an asset.
- Excellent oral and written communication, analytical and presentation skills in English;
- Excellent time management and organizational skills to prioritize workload and meet tight deadlines.

### General Professional Experience

- At least ten (10) years of experience on Knowledge Management;

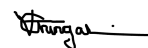
### Specific Professional Experience

- Proven track record of developing and implementing Knowledge Management Systems;
- Demonstrated understanding and experience in developing and leading knowledge management programmes, facilitating communities of practice and social networking;
- High level of research competence and abreast of current research and best practice in the Knowledge Management domain;
- Experience in working with leaders and officials in government, private sector organisations or aid agencies;
- Project management expertise would be an advantage;
- Previous experience in the SADC region would be an advantage.

### Non-Key Experts

Upon request by the Secretariat, and in accordance with the profiles that will be identified at the later, the firm may be asked to source **620 working days of short-term expertise** to support the following areas: change management, knowledge management, capacity building and training, institution building, human resources, corporate affairs, etc. Curriculum Vitae for Experts other than the Key Experts will not be examined prior to the signature of the contract. They should not be included in the tender bid.

The selection procedures used by the SADC Secretariat to select Experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience. The consulting firm may be expected to propose a shortlist for each Short-Term Expert position, as identified and agreed, with the final selection to be conducted by an evaluation panel constituted by the Secretariat. The findings of the selection panel shall be recorded. The selection of Experts shall be subject to approval by the Secretariat and shall be confirmed by way of an Administrative Order issued by the Project Manager and signed by the Executive Secretariat and the Lead Expert.



All Experts must be independent and free from conflict of interest in the responsibilities accorded to them. Staff of the SADC Secretariat and serving officers of the SADC Member State public administration services cannot be recruited as Experts.

### **Office accommodation**

Office accommodation of a reasonable standard and of approximately 10 square metres for each expert working on the contract is to be provided by the contractor with prior written approval by the contracting authority. The costs of the office accommodation are to be covered by the provision for incidental expenditure. The cost per square metre must be in line with the prevailing local market rate for office accommodation of a reasonable standard.

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

The firm shall ensure that all Experts are adequately supported and equipped (in particular with a PC or laptop and appropriate software, telephones, vehicles for local transport). In particular, it shall ensure that there is sufficient administrative provision to enable Experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support its activities under the contract and to ensure that its employees are paid regularly and in a timely fashion.

### **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 must be purchased by means of a separate supply tender procedure.

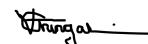
### **Incidental expenditure**

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be covered by the contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the general conditions and the notes in Annex V to the contract. It covers:

- Flights for mobilization and demobilization of short-term experts using the most direct route (economy class).
- Per diems and Regional flights for short-term experts when undertaking approved assignments related to this contract outside Gaborone as well as per diems for nights spent in Gaborone.
- Translation of project related documents as approved by the Procuring Entity.

The per-diems paid under the reimbursable expenses shall not exceed the SADC Secretariat's standard per-diems, which equate to UN per diem rates.

Mobilization and demobilization flights for long term experts are not covered by reimbursable expenses and should be included in the fee rate.



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For Key Experts, the only items not covered by the fee rate would be expenses involved in work-related local and regional travel. These expenses (airfares and per-diems for nights away from Gaborone) will be provided for from the reimbursable budget.

The provision for incidental expenditure for this contract is **USD250,000.00** This amount must be included unchanged in the budget breakdown.

Daily subsistence costs may be reimbursed for missions foreseen in these terms of reference or approved by the contracting authority, and carried out by the contractor's authorised experts, outside the expert's normal place of posting.

The per diem is a maximum fixed flat-rate covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of the number of nights spent on the mission by the contractor's authorised experts for missions carried out outside the expert's normal place of posting. The per diem may be paid in full or in half: for each night spent on the mission= 100% of the per diem rate is paid, for periods of missions not entailing overnight stay= 50% of the per diem rate is paid. Travelling time is to be regarded as part of the mission. When an expert travels during night time the full per-diem rate of the country of arrival shall be paid. In case of multi-country missions, the per diem rate of the country where the night is spent shall be paid. In case of longer stop-overs in another country the per diem rate of the country where the stop-over takes place shall be paid. Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed official SADC per diem rates.

The contracting authority reserves the right to reject payment of per diem for time spent travelling if the most direct route and the most economical fare criteria have not been applied.

Prior authorisation by the contracting authority for the use of the incidental expenditure is not needed.

### **Expenditure verification**

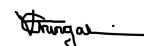
There is no provision for expenditure verification.

## **REPORTS**

### **Reporting requirements**

Interim reports must be prepared every six (6) months during the period of implementation. They must be provided along with the corresponding invoice, the financial report and an expenditure verification report. There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the implementation period. The draft final report must be submitted at least one month before the end of the implementation period. Note that the SADC Secretariat may adjust these reporting periods to coincide with the established periodicities for annual reporting.

Each report shall consist of a narrative section and a financial section. The financial section must contain details of the time input of the Experts, of the incidental expenditure.



The following reports are required:

<b>Name of Report</b>	<b>Content</b>	<b>Time of Submission</b>
Inception Report	Analysis of existing situation and detailed plan of work for the first year of the project and a general work plan for the remainder of the project	No later than 1 month after the start of implementation
3 monthly Progress Report	Short description of progress for each result area (technical and financial) including problems encountered; planned work plan for the ensuing 6 months accompanied by an invoice and the expenditure verification report.	No later than 1 month after the end of each 3 month implementation period
Draft Final Report	Short description of achievements including problems encountered and recommendations	No later than 1 month before the end of the implementation period.
Final Report	Short description of achievements including problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within 1 month of receiving comments on the draft final report from the Task Manager identified in the contract.

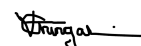
In addition to the above mentioned reports, the individual Experts may be required to report to the Steering Committee and/or SADC Secretariat Management every three months, or as directed, on performance against activities identified in the work plan.

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

All reports shall be submitted in 2 copies in the English language, printed on A4 paper. The Final Report (2 copies including all supporting documentation) shall also be provided in an electronic format appropriate to the SADC Secretariat.

The Task Manager shall give approval of progress reports. The Project Manager will provide comments on the reports within 30 days of receipt. If no comments are received within this period, then the report will be deemed to be approved.

Monitoring, Evaluation, Reporting shall be conducted in line with the latest version of the SADC Policy on Strategy Development, Planning, Monitoring, Evaluation and Reporting (SPMER Policy).



## MONITORING AND EVALUATION

### Definition of indicators

During the Inception Phase of the Project, the Lead Expert, together with SADC Staff, will refine the initial values of the indicators in order to provide a framework for the design of the monitoring system, including precise definition of the indicators, organisational arrangements for the implementation of the monitoring system, and the frequency and methodology for assessing progress on the project indicators.

Independent consultants will conduct a Mid Term Review and a Final Evaluation of the Project. Standard methods will be established on the basis of the Logical Framework and as agreed by the SADC Secretariat and the EU Delegation. The Evaluation Criteria will serve to assess the achievements of the programme in qualitative and quantitative terms

Monitoring, Evaluation, Reporting shall be conducted in line with the latest version of the SADC Policy on Strategy Development, Planning, Monitoring, Evaluation and Reporting (SPMER Policy).

