



**STANDARD BIDDING DOCUMENTS FOR
PROCUREMENT OF SERVICES (Global Price)**

BIDDING DOCUMENTS

for

Procurement of

**CONSULTANCY FOR DEVELOPMENT OF DATA
MINING TOOL FOR SADC SECRETARIAT**

CONTRACT NUMBER: SADC/3/5/2/381

PROCURING ENTITY: SADC SECRETARIAT

Issued on: 8 October 2025

A handwritten signature in black ink, appearing to be 'D. ...', located in the bottom right corner of the page.

CONTENTS

SECTION 1. LETTER OF INVITATION.....	7
SECTION 2. INFORMATION TO BIDDERS.....	9
DATA SHEET.....	24
SECTION 3. TECHNICAL PROPOSAL SUBMISSION FORM	31
FORM TECH-1 TECHNICAL PROPOSAL SUBMISSION FORM	32
FORM TECH- 2 COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE.....	37
FORM TECH-4 TEAM COMPOSITION AND TASK ASSIGNMENTS.....	39
FORM TECH - 5 CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF	40
FORM TECH-6 STAFFING SCHEDULE	44
SECTION 4. FINANCIAL PROPOSAL SUBMISSION FORMS	46
FORM FIN-1 FINANCIAL PROPOSAL SUBMISSION FORM	47
FORM FIN-2 SUMMARY OF COSTS	48
SECTION 5. TERMS OF REFERENCE.....	49
SECTION 6. STANDARD FORM OF CONTRACT	78

Section 1. Letter of Invitation

8 October 2025

1. The **SADC Secretariat** herewith invites Consulting Firms to submit proposals for the following contract: “**CONSULTANCY FOR DEVELOPMENT OF DATA MINING TOOL FOR SADC SECRETARIAT**” More details on the scope of the contract(s) are provided in the Bidding Documents which can be downloaded, free of charge, from the following website: www.sadc.int.
2. The procurement method used for this contract is **Negotiated Procedure with Publication**, as defined in the **SADC Secretariat Guidelines for Procurement and Grants**, edition August 2021 available at the following website: www.sadc.int.
3. The Request for Proposal (RFP) is open to firms which satisfy the eligibility and qualification requirements stated in the Bidding Documents.
4. The Bidding Documents includes the following documents:
 - Section 1 - Letter of Invitation
 - Section 2 - Information to Bidders
 - Section 3 - Technical Proposal - Standard Forms
 - Section 4 - Financial Proposal - Standard Forms
 - Section 5 - Terms of Reference
 - Section 6 - Standard Forms of Contract.
5. The date and time of submission of the Bids at the address indicated in the Bidding Documents is **11 November 2025, at or before midnight, local Botswana time**. Proposals received after this time and date, or submitted otherwise than indicated in the Bidding Documents shall not be considered and shall be returned unopened.
6. All notifications concerning this procurement process, including modification of the *Bidding Documents*, clarifications, results of the evaluation or cancellation notices, will be published on the following website www.sadc.int.
7. Interested consulting firms may seek clarification or/and additional information concerning this contract, only in writing and by latest **28 October 2025 by midnight local Botswana time**, from the following contact points.

Attention: **Mr. Thomas Chabwera**

Address: SADC Secretariat, Plot No. 54385, New CBD, Private Bag 0095

Gaborone, Botswana, Telephone: +267 395 1863

tchabwera@sadc.int E-mail: ~~xxxxxxx@sadc.int~~ and bmaruping@sadc.int

Copy to, anguni@sadc.int and tenders@sadc.int

8. Responses to requests for clarifications will be posted on the SADC website by **31 October 2025**, by midnight, Botswana Time
9. Description of the assignment: “**CONSULTANCY FOR DEVELOPMENT OF DATA MINING TOOL FOR SADC SECRETARIAT**” REF: **SADC/3/5/2/381**.



Section 2. Information to Bidders

Definitions

- (a) "BD" means the Bidding Documents to be prepared by the Procuring Entity for the selection of Contractor, based on the SADC Secretariat Standard Template.
- (b) "Procuring Entity" means the procurement entity in charge of the procurement procedure.
- (c) "Contractor" means any entity or person that may provide or provides the Services to the Client under the Contract.
- (d) "Contract" means the Contract signed by the Parties and all the attached documents that are the General Conditions (GC), the Special Conditions (SC), and the Appendices.
- (e) "Contracting Authority" means the entity with which the selected Consultant signs the Contract for the Services.
- (f) "Data Sheet" means such part of the Instructions to Bidders used to reflect specific country and assignment conditions.
- (g) "Day" means calendar day.
- (h) "Evaluation Committee" it is a panel of experts appointed by the Procuring Entity and assigned to evaluate the bids. The Evaluation Committee consists in a Chairperson and a Secretary, with no voting rights and an odd number of voting members.
- (i) "Instructions to Bidders" (Section 2 of the BD) means the document which provides shortlisted Bidders with all information needed to prepare their Proposals.
- (j) "LOI" (Section 1 of the BD) means the Letter of Invitation being sent by the Procuring Entity to the shortlisted Bidders.
- (k) "Personnel" means professionals and support staff provided by the Bidders or by any Sub-Contractors and assigned to perform the Services or any part thereof; "Foreign Personnel" means such professionals and support staff who at the time of being so provided had their domicile outside the Procuring Entity's country; "Local Personnel" means such professionals and support staff who at the time of being so provided had their domicile inside the Procuring Entity's country.
- (l) "Negotiated procedure" a procurement method for acquisition of goods, works and services in which one or several economic operators are invited to submit a technical and financial proposal and negotiate the technical, financial and commercial conditions of a contract.

- (m) "Proposal" means the Technical Proposal and the Financial Proposal.
- (n) "Services" means the consulting services or the work to be performed by the Contractor pursuant to the Contract.
- (o) "Subcontractor" means any person or entity with whom the Bidder or Contractors intends to subcontracts any part of the Services.
- (p) "Terms of Reference" (TOR) means the document included in the BD as Section 5 which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the Procuring Entity and the Contractor, and expected results and deliverables of the assignment.

1. Introduction

- 1.1 The Procuring Entity named in **the Data Sheet** will select a firm/eligible institution among those listed in the Letter of Invitation, in accordance with the procurement method indicated in **the Data Sheet**, method detailed in the edition of the Guidelines indicated in **the Data Sheet**.
- 1.2 The shortlisted Bidders are invited to submit a Technical Proposal and a Financial Proposal for global price services required for the assignment named in **the Data Sheet** and presented in details in the Terms of Reference attached as Section 5 of this Bidding Documents. The proposal and the Terms of Reference will be the basis for contract for a signed contract with the successful firm.
- 1.3 The assignment shall be implemented in accordance with the phasing indicated in **the Data Sheet**. When the assignment includes several phases, the performance of the Bidder under each phase must be to the Procuring Entity's satisfaction before work begins on the next phase.
- 1.4 The Bidders must familiarize themselves with local conditions and take them into account in preparing their proposals. To obtain firsthand information on the assignment and on the local conditions, Bidders are encouraged to request the Procuring Entity to provide further information before submitting a proposal and to attend a pre-bid conference if one is specified in **the Data Sheet**. Attending the pre-proposal conference is optional. The Bidders' representative should contact the Procuring Entity at the address stated in **the Data Sheet** or to obtain additional information on the pre-bid conference.

A. J. J. J.

- 1.5 The Procuring Entity will provide the inputs specified in **the Data Sheet**, assist the firm in obtaining licenses and permits needed to carry out the services, and make available relevant project data and reports.
- 1.6 Please note that (i) the costs of preparing the proposal, including a visit to the Procuring Entity, are not reimbursable as a direct cost of the assignment; and (ii) the Procuring Entity is not bound to accept any of the proposals submitted.
- 1.7 SADC Secretariat policy requires that Bidders provide professional, objective, and impartial advice and at all times hold the Procuring Entity's interests paramount, without any consideration for future work, and strictly avoid conflicts with other assignments or their own corporate interests. Bidders shall not be hired for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of not being able to carry out the assignment in the best interest of the Procuring Entity.
 - 1.7.1 Bidders will be excluded from the bidding process if it will be in a conflict of interest situation as described below:
 - (a) Conflict between consulting activities and procurement of goods, works or services. A bidder or a contractor that has been engaged by the SADC Secretariat or the Procuring Entity to provide goods, works, or services for the organization, and each of its affiliates, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, a bidder or a contractor hired to provide services for the preparation or implementation of a project, and each of its affiliates shall be disqualified from subsequently providing goods, works or services resulting from or directly related to the contractor's consulting services for such preparation or implementation.
 - (b) Conflict among consulting assignments: Neither, bidders or contractors (including their personnel and sub-Bidders) nor any of their affiliates shall be hired for any assignment that, by its nature, may be in conflict with another assignment of the bidder or contractor. For instance, a contractor assisting SADC Secretariat or the Procuring Entity to implement a project shall not be engaged to prepare an independent assessment for the implementation of the same project, or contractors

Handwritten signature and initials, possibly "D. ... [unclear]".

hired to prepare Terms of Reference (TOR) for an assignment shall not be hired for the assignment in question.

- (c) Relationship with SADC Secretariat's or the Procuring Entity's staff: bidders or contractors (including their personnel and sub-contractors) having business or family relationship with a member of the SADC Secretariat's or the Procuring Entity's staff directly or indirectly involved in any part of: (i) the preparation of the TOR or Technical Specification of a contract, (ii) the selection process for such contract, or (iii) the supervision of the contract, may not be awarded the contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the SADC Secretariat throughout the selection process and the execution of the contract.

1.7.2 Since previous or ongoing participation in relation to the assignment by the Bidder, its professional staff, or its affiliates or associates under a contract with the SADC Secretariat and Procuring Entity may result in rejection of the proposal, the bidders should clarify their situation in that respect with the Procuring Entity before preparing the proposal.

1.7.3 Bidders may be hired for downstream work, when continuity is essential, in which case this possibility shall be indicated in **the Data Sheet** and the factors used for the selection of the Bidder should take the likelihood of continuation into account. It will be the exclusive decision of the Procuring Entity whether or not to have the downstream assignment carried out, and if it is carried out, which Bidder will be hired for the purpose.

1.8 It is the SADC Secretariat's policy to require that Procuring Entity's staff as well as Bidders under SADC Secretariat-financed contracts observe the highest standard of ethics during the selection and execution of such contracts. In pursuance of this policy, the SADC Secretariat:

- (a) defines for the purposes of this provision, the terms set forth below as follows:

- (i) “corrupt practice” is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
- (ii) “fraudulent practice” is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefits or to avoid an obligation;
- (iii) “collusive practices” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
- (iv) “coercive practices” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
- (v) “obstructive practice”
 - (aa) deliberately destroying, falsifying, altering or concealing material evidence to the investigation or making false statements to investigators in order to materially impede a SADC Secretariat, or a governmental or independent investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or
 - (bb) acts intended to materially impede the exercise of the SADC Secretariat or governmental or inspection and audit rights.
- (b) It will take the following measures against the bidder recommended for award who has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;
 - (i) will reject the bid for award;
 - (ii) will declare the bidder/the contractor, including its affiliates, ineligible, either indefinitely or for a stated

period of time, to become a SADC Secretariat contractor;

- (iii) will cancel or terminate any ongoing contract with the bidder /the contractor;
- (iv) will request a the relevant national authorities to conduct a joint investigation with SADC Secretariat to inspect or carry out audits of the bidder /the contractor' accounting records and financial statements in connection with the contract in question for which it was found guilty of engaging in corrupt, fraudulent, collusive, coercive, or obstructive practices;
- (v) will forfeit the bid or performance securities of the bidder /the contractor;
- (vi) will suspend any payments due to the bidder/ contractor, under the contract in question or any other contract the bidder/contractor might have with the organization, until the extent of damage caused by the its engagement in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the SADC Secretariat's contract are determined and recovered, and
- (vii) will sue the bidder /contractor to recover the damages caused by its engagement in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the contract in question, if they are not fully recovered by the securities and the payments otherwise due to the bidder/contractor.

1.9 Neither the shortlisted Bidders nor their personnel or subcontractor shall not be under a declaration of ineligibility for corrupt and fraudulent practices issued by the SADC Secretariat in accordance with the above sub para. 1.8 (d).

1.10 Bidders shall furnish information as described in the Financial Proposal submission form (Section 4A) on commissions and gratuities, if any, paid or to be paid to agents relating to this proposal, and to execute the work if the firm is awarded the contract.

- 1.11 Without limitation on the generality of this rule, Bidders, and their subcontractors and personnel shall not be hired under the circumstances set forth below:
- (a) They are bankrupt;
 - (b) Payments to them have been suspended in accordance with the judgment of a court of law other than a judgment declaring bankruptcy and resulting, in accordance with their national laws in the total or partial loss of the right to administer and dispose of their property;
 - (c) Legal proceedings have been instituted against them involving an order suspending payments and which may result, in accordance with their national laws, in a declaration of bankruptcy or in any other situation entailing the total or partial loss of the right to administer and dispose of their property;
 - (d) They have been convicted, by a final judgment, of any crime or offence concerning their professional conduct;
 - (e) They are guilty of serious misrepresentation with regard to information required for participation in an invitation to tender;
 - (f) They have been sanctioned by SADC Secretariat according to the SADC Secretariat Policy for Procurement and Grants.
- 1.11 Only shortlisted Bidders are allowed to participate in this bidding process. If a Bidders is shortlisted as Joint Venture or Consortium, the composition of Joint Venture or Consortium can be changed with prior approval of the Procuring Entity and only if : (i) is supported by solid and objective arguments, (ii) does not alter the competition, (iii) is not generating a conflict of interest, and (iv) is not invalidating the criteria and conditions in place when the joint venture or consortium was prequalified.

2. Clarification and Amendment of Bidding Documents

- 2.1 Bidders may request a clarification of any of the Bidding Documents up to the number of days indicated in **the Data Sheet** before the proposal submission date. Any request for clarification must be sent in writing by paper mail, cable, telex, facsimile, or electronic mail to the Procuring Entity's address indicated in **the Data Sheet**. The Procuring Entity will respond by cable, telex, facsimile, or electronic mail to such requests and will send written copies of the response

(including an explanation of the query but without identifying the source of inquiry) to all invited Bidders who intend to submit proposals.

2.2 At any time before the submission of proposals, the Procuring Entity may, for any reason, whether at its own initiative or in response to a clarification requested by an invited firm, amend the BD. Any amendment shall be issued in writing through addenda. Addenda shall be sent by mail, cable, telex, facsimile, or electronic mail to all invited Bidders and will be binding on them. The Procuring Entity may at its discretion extend the deadline for the submission of proposals.

3. Preparation of Proposal

3.1 Bidders are requested to submit a proposal written in the language indicated in the **Bid Data Sheet**. All correspondence between the Bidder and Contracting Authority shall be in this language.

Technical Proposal

3.2 In preparing the Technical Proposal, Bidders are expected to examine the documents constituting this BD in detail. Material deficiencies in providing the information requested may result in rejection of a proposal.

3.3 While preparing the Technical Proposal, Bidders must give particular attention to the following:

- (i) If a Bidder considers that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual Bidder(s) and/or subcontract part of the services to other consulting firms, as appropriate. In case of subcontracting this shall be in the limit stated in **the Data Sheet** but under no circumstances shall exceed forty percent (40%) of the total staff-days input. The Bidders are encouraged to seek the participation of regional Bidders when subcontracting part of the assignment. Under no circumstances, the Bidders shall associate with the other short listed Bidders, or their affiliates, invited for this assignment. Affiliates are the group of companies, firms, associations, etc. where the Bidder or any of the major shareholders owns a minimum of twenty percent (20%) of shares of the share capital. For the same purpose, major shareholder is any legal or physical person who owns

no less than twenty percent (20%) of the shares of the Bidder.

- (ii) For assignments on a global priced contract, the estimated number of professional working days is given in **the Data Sheet**.
- (vi) Reports to be issued by the Bidders as part of this assignment must be in the language(s) specified in **the Data Sheet**. It is desirable that the firm's personnel have a working knowledge of the official languages of the country (ies) of the assignment.

3.4 The Technical Proposal shall provide the following information using the attached Standard Forms (Section 3):

- (i) Any comments or suggestions on the Terms of Reference on facilities to provided by the Procuring Entity and on Standard Form of Contract (Form Tech 2).
- (ii) A description of the methodology and work plan for performing the assignment (Form Tech 3).
- (iii) If requested in the TOR the list of the proposed staff team for the implementation.
- (vi) A detailed description of the proposed methodology, staffing, and monitoring of training, if **the Data Sheet** specifies training as a major component of the assignment.
- (vii) Any additional information requested in **the Data Sheet**.

3.5 The Technical Proposal shall not include any financial information. If financial information is included in the technical proposal this will be automatically disqualified.

Financial Proposal

3.6 In preparing the Financial Proposal, Bidders are expected to take into account the requirements and conditions outlined in the BD documents. The Financial Proposal should follow Standard Forms (Section 4). It lists all costs associated with the assignment, including (a) lump sums and (b) reimbursable expenses if the case. The Reimbursable

- expense shall cover **only** the cost indicated in **the Data Sheet**. All other cost estimated by the bidders for the execution of the assignment shall be included in the lump sum.
- 3.7 The Financial Proposal **shall not** include the local taxes (including social security), duties, fees, levies, and other charges imposed under the applicable law in the Procuring Entity's country or in the countries of assignment, on the Bidders, the subcontractors, and their personnel (other than nationals or permanent residents of the Procuring Entity's country), unless **the Data Sheet** specifies otherwise. For this purpose, the bidders', the subcontractors' and their personnel' home countries shall not be considered as countries of assignment.
- 3.8 If so specified in **the Data Sheet**, the Financial Proposal **must** include, without any modification, the amount indicated as fixed reimbursable expenses, to cover for the expenditures already priced by the Procuring Entity (i.e, cost of trainings, cost of study tours, cost of financial audits, cost of equipments, etc).
- 3.9 The total budget available for this assignment, including the taxes indicated at para. 3.7 and the reimbursable expenses indicated at paragraph 3.8, is indicated in **the Data Sheet**.
- 3.10 Bidders **must** express the price of their services in the US Dollars. The payment will be made in **US Dollars**, and the Bidder shall bear all the cost and risks implied by the currency exchange. **Financial Proposals expressed in other currencies than the US Dollars will be automatically disqualified.**
- 3.11 Commissions and gratuities, if any, paid or to be paid by Bidders and related to the assignment will be listed in the Financial Proposal submission form (Section 4A).
- 3.12 **The Data Sheet** indicates how long the proposals must remain valid after the submission date. During this period, the Bidder is expected to keep available the professional staff proposed for the assignment. The Procuring Entity will make its best effort to complete evaluation within this period. If the Procuring Entity wishes to extend the validity period of the proposals, the Bidders who do not agree have the right not to extend the validity of their proposals.

- 4. Submission, Receipt, and Opening of Proposals**
- 4.1 The original proposal (Technical and Financial Proposal) shall be prepared in indelible ink. It shall contain no interlineation or overwriting, except as necessary to correct errors made by the firm itself. Any such corrections must be initialed by the persons or person who sign(s) the proposals.
- 4.2 ***An authorized representative of the firm initials all pages of the proposal. The representative's authorization is confirmed by a written power of attorney accompanying the proposal.***
- 4.3 For each proposal, the Bidders shall prepare the number of copies indicated in the **Data Sheet**. Each Technical Proposal and Financial Proposal shall be marked "ORIGINAL" or "COPY" as appropriate. If there are any discrepancies between the original and the copies of the proposal, the original governs.
- 4.4 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "Technical Proposal," and the original and all copies of the Financial Proposal in a sealed envelope clearly marked "FINANCIAL PROPOSAL" and warning: "DO NOT OPEN WITH THE TECHNICAL PROPOSAL." Both envelopes shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address and other information indicated in the Data Sheet and be clearly marked, "DO NOT OPEN, EXCEPT IN PRESENCE OF THE EVALUATION COMMITTEE." **Information on the outer and inner envelopes should also include the name of the Bidder and the contract name and reference number.**
- 4.5 The completed Technical and Financial Proposals must be delivered at the submission address on or before the time and date stated in **the Data Sheet**. Any proposal received after the closing time for submission of proposals shall automatically be rejected and shall be returned unopened to the Bidder.
- 5. Proposal Evaluation**
- General**
- 5.1 From the time the bids are opened to the time the contract is awarded, if any Bidder wishes to contact the Procuring Entity

on any matter related to its proposal, it should do so in writing at the address indicated in **the Data Sheet**. Any effort by the firm to influence the Procuring Entity in the Procuring Entity's proposal evaluation, proposal comparison or contract award decisions may result in the rejection of the Bidder's proposal.

**Public
Opening
and
Evaluation
of
Technical
Proposals:
Scoring**

- 5.2 Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation, including any SADC Secretariat reviews, is concluded.
- 5.3 The Procuring Entity shall conduct the bid opening in public at the address, date and time specified in **the Data Sheet**. Only the representatives of the bidders and the Evaluation Committee members are allowed to participate in public opening sessions. Any other interested person shall request, in writing, the SADC Secretariat's permission to participate in a specific bid opening session.
- 5.4 The bid opening shall commence with the Chairperson the Evaluation Committee reading out the Bidders' names and the time of arrival of the proposal. A registration number will be given to each proposal. All envelopes shall be opened one at a time, by the Chairperson of the Evaluation Committee, in order of their arrival.
- 5.5 At the opening, only the Technical Proposal envelope shall be opened immediately and checked for compliance with formal submission requirements by the evaluation committee. The Financial Proposal shall remain sealed and deposited in a safe place until all submitted proposals, of technically responsive bids, are opened publicly. In case the envelopes are not submitted separately the Bidder will be excluded.
- 5.6 No Bid shall be rejected at Bid opening except for late bids, in accordance with ITB Sub-Clause 4.5 and the other listed in the template for opening checklist (see in Annex to Services to SADC Guidelines for Procurement and Grants). Only envelopes that are opened and read out at Bid opening shall be considered further.
- 5.7 The Procuring Entity shall prepare the minutes of the Bid opening that shall include a brief description of the bid opening procedures and its finding as. The Bidders' representatives who are present shall be requested to sign the attendance sheet. A copy of the minute shall be distributed to all Bidders who submitted bids in time.

**Public
Opening
and
Evaluation
of Financial
Proposals:
Ranking**

- 5.8 Once the Bid opening is concluded, the Evaluation Committee, as a whole, and each of its voting members individually, evaluates the proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub criteria (typically not more than three per criteria), and point system specified in **the Data Sheet**. Each responsive proposal will be given a technical score (St). A proposal shall be rejected at this stage if it does not respond to important aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated in **the Data Sheet**.
- 5.9 After the evaluation of quality is completed, the Procuring Entity shall notify those Bidders whose proposals did not meet the minimum qualifying mark or were considered nonresponsive to the BD and Terms of Reference, indicating that their Financial Proposals will be returned unopened after completing the selection process. The Procuring Entity shall simultaneously notify the Bidders that have secured the minimum qualifying mark, indicating the date and time set for opening the Financial Proposals. The opening date shall not be sooner than two weeks after the notification date. The notification may be sent by registered letter, cable, telex, facsimile, or electronic mail.
- 5.10 The Financial Proposals shall be opened publicly in the presence of the Bidders' representatives who choose to attend. The name of the Bidder, the technical scores, and the proposed prices shall be read aloud and recorded when the Financial Proposals are opened. The Procuring Entity shall prepare minutes of the public opening.
- 5.11 The evaluation committee will determine whether the Financial Proposals are complete (i.e., whether they have costed all items of the corresponding Technical Proposals; if not, the Procuring Entity will cost them and add their cost to the initial price), correct any computational errors, and determine if the total price is within the maximum budget available. The evaluation shall exclude those taxes, duties, fees, levies, and other charges imposed under the applicable law; and to be applied to foreign and non-permanent resident Bidders (and to be paid under the contract, unless the Bidder is exempted), and estimated as per paragraph. 3.7.
- 5.12 **Once corrections or adjustments have been applied, the Financial Proposal shall be adjusted with the Regional**

Preference. If so **specified in the BDS**, The Procuring Entity shall grant a margin of preference in the evaluation of bids from companies nationals from the SADC region when compared to bids from elsewhere. The margin of preference shall be calculated as a maximum fifteen percent (15%) discount to the evaluated total price. In case of a consortium, to qualify for the regional preference, the applicant must be from the region and the companies providing at least 50% of the services offered must be from the region.

5.13 The lowest Financial Proposal (Fm) will be given a financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals will be computed as indicated in the Data Sheet. Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; $T + P = 1$) indicated in **the Data Sheet**: $S = St \times T\% + Sf \times P\%$. The firm achieving the highest combined technical and financial score will be awarded the contract.

6. Negotiations of Contract

6.1 The Contracting Authority, prior to award the contract, may enter into negotiation with the successful bidder in order to confirm the availability for the assignment, incorporation in the methodology of the aspects for which clarifications were requested during the evaluation and the modification of the schedule of mobilization of the team and submission of deliverables under the contract.

6.2 No negotiation on the: (i) unit or total price, and/or (ii) proposed methodology is allowed.

6.3 As far as possible, the negotiation shall be conducted in writing. Only on exceptional circumstances, the Contracting Authority and the successful shall meet for negotiations. In such case the meeting shall take place at the address indicated in the **Bid Data Sheet**.

6.5 The negotiations shall be recorded in a minute of the negotiations and be attached as annex to the contract.

7. Award of Contract

7.1 The Bidder who submitted a technical and financial responsive proposal and received the highest combined

score, calculated as per formula given in paragraph 5.13 and the Data Sheet, will be awarded the contract.

- 7.2 After the approval of the Evaluation Report, the Procuring Entity will promptly notify other both the success and the unsuccessful bidders about the outcome of the evaluation of the bids.
- 7.3 In case of the successful Bidder, following the notification of award the validity of its offer shall be automatically extended with sixty (60) days.
- 7.4 No later than thirty (30) days from that date of notification of the recommendation for the award of the contract, the Procuring Entity shall submit to the applicant the contract for the services. The successful Bidder shall be given fifteen (15) days to sign the contract to the Contracting Authority. If it fails to do so, the Procuring Entity may consider cancelling the award of the contract.
- 7.5 The Contractor is expected to commence the assignment on the date and at the location specified in **the Data Sheet**.

8. Confidentiality

- 8.1 Information relating to evaluation of proposals and recommendations concerning awards shall not be disclosed to the Bidders who submitted the proposals or to other persons not officially concerned with the process, until the winning firm has been notified that it has been awarded the contract.

9. Appeals

- 9.1 Short listed Bidders may appeal any of the Procuring Entity's decision taken during the evaluation process by following the procedures described on the SADC Secretariat Guidelines at the article specified in **the Data Sheet**.

Information to Bidders

DATA SHEET

Clause Reference	Clarifications and/or Amendment to Reference Clause
1.1	<p>The name of the Procuring Entity is SADC Secretariat</p> <p>The name of the Contracting Authority is SADC Secretariat</p> <p>The procurement method is: Negotiated Procedure with Publication</p> <p>The current bidding process is governed by SADC Procurement and Grants Policy, August 2019 and SADC Procurement and Grants Guidelines, January 2021, which can be downloaded from the SADC Secretariat website https://www.sadc.int/opportunities/procurement/sadc-procurement-documentation/</p>
1.2	<p>The name, objectives, and description of the assignment are: Development of Data Mining Tool for SADC Secretariat.</p> <p>The specific objective is to develop and operationalize the SADC Conflict Tracking and Analysis Tool (Con-TAT). The system is expected to enhance the collection, validation, processing, analysis, and reporting of conflict-related data, making these processes effective and efficient to inform early warning, conflict prevention, policy formulation, and strategic decision-making across the region.</p>
1.3	The assignment is phased: No
1.4	A pre-bid conference will be held: No
1.5	The Procuring Entity will provide the following inputs: <i>The Contracting Authority shall use its best efforts to assist the Contractor to obtain, where necessary, from the responsible Government Authority in Contracting Authority's country the required permits or approvals.</i>
1.7.3	The Procuring Entity envisages the need for continuity for downstream work: No
2.1	<p>Clarifications may be requested on or before 28 October 2025.</p> <p>The address for requesting clarifications is:</p>



	<p>Head of Procurement Southern African Development Community (SADC) Secretariat Attention: Mr. Thomas Chabwera tchabwera@sadc.int E-mail: tchabwera@sadc.int and bmaruping@sadc.int Copy to, anguni@sadc.int and tenders@sadc.int</p> <p>The correspondence shall bear the following reference: Development of Data Mining Tool for SADC Secretariat. Ref: SADC/3/5/2/381</p>
3.1	<p>The language of the bidding process is: English</p> <p>However, any supporting documents that are part of the bid shall be issued in any SADC Secretariat official languages (i.e: English, French and Portuguese). If the original documents are written in a language other than SADC Secretariat official languages, they shall be accompanied by an original certified translation into any of the SADC Secretariat official languages. The cost of the translation shall be borne by the bidders.</p> <p>In case of discrepancies between the original language and the language of translation, the language of translation shall prevail.</p> <p>Bids not accompanied by an original certified translation into any of the SADC Secretariat official languages shall be excluded from further evaluation.</p>
3.3	<p>(i) The Consultant shall not subcontract the whole of the Services. The Consultant may propose subcontracting any portion of the assignment up to thirty percentage (30%) of total value of contract.</p> <p>(ii) The estimated implementation period for the assignment is: 10 months excluding post-implementation support period.</p> <p>(vi) Reports that are part of the assignment must be written in the following language(s): English.</p>
3.4	<p>vi. The Consultant is required to train end users and support staff.</p> <p>vii. Additional information in the Technical Proposal includes: Training Plan</p>
3.6	<p>There are no reimbursable expenses. All expenses are included in the global price of the contract.</p>

3.7	Taxes: The financial proposal should include all applicable taxes and indicated separately.
3.8	This contract has no reimbursable expenses.
3.9	The maximum available budget for this contract is US\$ 250,000.00
3.12	Proposals must remain valid 120 days after the submission date.
4.3	<p>Bidders must submit electronic version of the technical proposal only in PDF Format. Bidders passing the threshold under 5.8 below (i.e. technically responsive bids) will be asked to submit the financial proposals.</p> <p>Bidders must submit electronic version of technical proposal only via link: https://collab.sadc.int/s/NHY7cekN52gGQK5</p> <ul style="list-style-type: none"> •Bidders are advised to submit their proposals during working hours for support in case of any technical problems. The technical support team will not be available after working hours. •Kindly upload your file on the link as a zipped folder containing all your documents and label it with the name of your company.
4.4	<p>The proposal submission is collab link provided below.</p> <p>https://collab.sadc.int/s/NHY7cekN52gGQK5</p>
4.5	<p>Proposals must be submitted no later than the following date and time:</p> <p>11 November 2025 by Midnight Botswana Time</p>
5.1	<p>The address to send information to the Procuring Entity is:</p> <p>Mr. Thomas Chabwera Head of Procurement SADC Secretariat</p> <p>Email: tchabwera@sadc.int and bmaruping@sadc.int</p> <p>With copy: anguni@sadc.int and tenders@sadc.int;</p>
5.3	There will be no public bid opening.

<p>5.6</p>	<p>Administrative Compliance:</p> <p>a. Bid submission form is duly completed and signed. (Where applicable, Signed by all the members of the consortium and the lead firm)</p> <p>c. Organization and methodology are present.</p> <p>d. Key Experts CV's are in the bid.</p> <p>e. Sworn Statement (declaration of undertaking) present and signed (also signed by all members of JV for JV submission). Template attached in section 3.</p> <p>f. power of attorney for authorized signatory (also for all JV Members if applicable).</p> <p>g. Joint Venture Agreement (if applicable)</p> <p>h. Financial Proposal not included in technical proposal</p>																						
<p>5.8</p>	<p>The number of points to be given under each of the evaluation criteria are:</p> <p>Table - Point Distribution of Evaluation Criteria for Technical Proposals</p> <table border="1"> <thead> <tr> <th colspan="2">Evaluation Criteria</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td colspan="2">Specific experience of the Consultant (as a firm) relevant to the Assignment</td> <td>10</td> </tr> <tr> <td rowspan="3">Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs): <i>{Notes to Consultant: the Client will assess whether the proposed methodology is clear, responds to the TORs, work plan is realistic and implementable; overall team composition is balanced and has an appropriate skills mix; and the work plan has right input of Experts}</i></td> <td>Technical Approach & Methodology</td> <td>20</td> </tr> <tr> <td>Work Plan</td> <td>5</td> </tr> <tr> <td>Organization & Staffing</td> <td>6</td> </tr> <tr> <td rowspan="4">Key Experts' qualifications and competence for the Assignment</td> <td>Key Expert 1: Team Leader (IT Security Specialist – Data Mining Systems)</td> <td>15</td> </tr> <tr> <td>Key Expert 2: Advanced Data Mining and AI Specialist</td> <td>10</td> </tr> <tr> <td>Key Expert 3: Application Developer</td> <td>10</td> </tr> <tr> <td>Key Expert 4: Data Science Team Lead</td> <td>10</td> </tr> </tbody> </table>	Evaluation Criteria		Points	Specific experience of the Consultant (as a firm) relevant to the Assignment		10	Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs): <i>{Notes to Consultant: the Client will assess whether the proposed methodology is clear, responds to the TORs, work plan is realistic and implementable; overall team composition is balanced and has an appropriate skills mix; and the work plan has right input of Experts}</i>	Technical Approach & Methodology	20	Work Plan	5	Organization & Staffing	6	Key Experts' qualifications and competence for the Assignment	Key Expert 1: Team Leader (IT Security Specialist – Data Mining Systems)	15	Key Expert 2: Advanced Data Mining and AI Specialist	10	Key Expert 3: Application Developer	10	Key Expert 4: Data Science Team Lead	10
Evaluation Criteria		Points																					
Specific experience of the Consultant (as a firm) relevant to the Assignment		10																					
Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs): <i>{Notes to Consultant: the Client will assess whether the proposed methodology is clear, responds to the TORs, work plan is realistic and implementable; overall team composition is balanced and has an appropriate skills mix; and the work plan has right input of Experts}</i>	Technical Approach & Methodology	20																					
	Work Plan	5																					
	Organization & Staffing	6																					
Key Experts' qualifications and competence for the Assignment	Key Expert 1: Team Leader (IT Security Specialist – Data Mining Systems)	15																					
	Key Expert 2: Advanced Data Mining and AI Specialist	10																					
	Key Expert 3: Application Developer	10																					
	Key Expert 4: Data Science Team Lead	10																					

	Transfer of knowledge (training) program (relevance of approach and methodology)	10										
	Participation by nationals among proposed Key Experts (as reflected by nationals of SADC Member States among key staff presented by foreign and local firms)	4										
	Total	100										
<p><i>Table - The number of points to be assigned to each of the above Key Expert shall be determined considering the following three sub-criteria and relevant percentage weights:</i></p> <table border="1"> <thead> <tr> <th style="background-color: #e1eef6;">Evaluation Criteria</th> <th style="background-color: #e1eef6;">Points</th> </tr> </thead> <tbody> <tr> <td>Qualifications and Skills</td> <td>30</td> </tr> <tr> <td>General Professional Experience</td> <td>20</td> </tr> <tr> <td>Specific Professional Experience</td> <td>50</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>100</td> </tr> </tbody> </table> <p>The minimum technical score required to pass: 70 points.</p> <p>Bids not reaching 70 points shall be considered not compliant.</p> <p>Out of the 70 points threshold, the best technical offer is awarded 100 points. The others receive points calculated using the following formula: Technical score = (final score of the technical offer in question/final score of the best technical offer) x100.</p>			Evaluation Criteria	Points	Qualifications and Skills	30	General Professional Experience	20	Specific Professional Experience	50	Total	100
Evaluation Criteria	Points											
Qualifications and Skills	30											
General Professional Experience	20											
Specific Professional Experience	50											
Total	100											
5.12	<p>Once corrections or adjustments have been applied, the Financial Proposal shall be adjusted with the Regional Preference.</p> <p>The Procuring Entity shall grant a margin of preference in the evaluation of bids from companies' nationals from the SADC region when compared to bids from elsewhere. The margin of preference shall be calculated as a maximum fifteen percent (15%) discount to the evaluated total price. In case of a consortium, to qualify for the regional preference, the applicant must be from the region and the companies providing at least 50% of the services offered must be from the region.</p> <p>For Services to qualify for the regional preference, a bid offering fifty percent (50) % or more expertise (experts) from the SADC Region will be discounted, for the purpose of financial evaluation only, with fifteen percent (15%)</p>											

D. J. J. J. J.

5.13	<p>The formula for determining the financial scores is the following: <i>[Either $Sf = 100 \times Fm/F$, in which Sf is the financial score, Fm is the lowest price and F the price of the proposal under consideration, or another proportional linear formula]</i></p> <p>The weights given to the technical and Financial Proposals are: T= 0.8 and P= 0.2</p>
6.2	<p>The negotiation will include: <i>(i) unit or total price, and/or (ii) proposed methodology</i></p>
6.3	<p>The address where the negotiations of the contract will be held is: <i>Virtual.</i></p>
7.5	<p>The expected date to commence the assignment is: at least two (2) weeks after the contract signature by both parties.</p>
9.1	<p>The procedures to be followed to appeal a Procuring Entity decision in the procurement process are described in the article 7 of the SADC Secretariat Procurement Guidelines August 2021 Edition.</p>

Section 3. Technical Proposal Submission Form

[Comments in brackets [] provide guidance to the Bidders for the preparation of their Technical Proposals; they should not appear on the Technical Proposals to be submitted.]

Contents

FORM TECH-1 TECHNICAL PROPOSAL SUBMISSION FORM	32
FORM TECH- 2 COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE , ON COUNTERPART STAFF AND FACILITIES TO BE PROVIDED BY THE PROCURING ENTITY AND ON STANDARD FORM OF CONTRACT	37
FORM TECH-3 DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT	38
FORM TECH-4 TEAM COMPOSITION AND TASK ASSIGNMENTS	39
FORM TECH-7 WORK SCHEDULE.....	45

FORM TECH-1 TECHNICAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: *[Name and address of Procuring Entity]*

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for ***[insert the title and reference number of service contract]*** in accordance with your Bidding Documents dated ***[insert the date]*** and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

{If the Consultant is a joint venture, insert the following: We are submitting our Proposal a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: "of our letter of intent to form a joint venture" or, if a JV is already formed, "of the JV agreement"} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

{OR

If the Consultant's Proposal includes Sub-consultants, insert the following: We are submitting our Proposal with the following firms as Sub-consultants: {Insert a list with full name and address of each Sub-consultant.}

Our Proposal is binding upon us and subject to the modifications resulting from correction and clarification made during the evaluation process, for a period of ***[insert the number of days]*** from the deadline for submission of the bid, as indicated in the Data Sheet reference to clauses 3.12 and 4.5.

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

We remain,

Yours sincerely,

Name and Title of Signatory:

Name of Firm:

Address:

Phone:

e-mail:

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}

TEMPLATE OF THE SWORN STATEMENT (DECLARATION OF UNDERTAKING)

To be submitted on the headed notepaper of the legal entity concerned

<Date>

To: Southern African Development Community (SADC) Secretariat

CBD Plot 54385

Gaborone, Botswana

Your ref: < *Publication reference* >

Dear Sir/Madam

1. In response to your Request for Proposal notice < *Publication reference* >, we, < *Name(s) of legal entity or entities*>,
2. hereby declare that we do not fall into any of the following situations:
 - a) being bankrupt or wound up, are having our 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 procedure provided for in the national legislation or regulations of the SADC member states.
 - b) have been convicted of offences concerning our professional conduct by a judgment, which has the force of res judicata; (i.e. against which no appeal is possible).
 - c) have been declared guilty of grave professional misconduct proven by any means which Procuring Entity can justify.
 - d) 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 Procuring Entity' financial interests.
 - e) are being currently subject to an administrative penalty.
 - e) have been convicted by a final judgement or a final administrative decision or subject to financial sanctions by the United Nations or Country for involvement in a criminal organisation, money laundering, terrorist-related offences, child labour or trafficking in human beings; this criterion of exclusion is also applicable to legal Persons, whose majority of shares are held or factually controlled by natural or legal Persons which themselves are subject to such convictions or sanctions;
 - f) are a shell company nor has our company been created specifically for this bid and confirm we are legally registered to operate a business under the Laws of {*insert country of registration*} since {*insert year of registration*};
 - f) Are involved in corruption: offering, giving, receiving or soliciting, directly or indirectly, anything of value to influence improperly the actions of another

- party;
- i) Does not comply with our Country national tax and social security laws.

We further declare:

1. that in case we get shortlisted we will provide necessary supporting documents that will prove that we do not fall into any of the above.
2. We undertake to negotiate a Contract based on the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than extenuating circumstances may lead to the termination of Contract negotiations;
3. Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations;
4. We undertake to bring to the attention of SADC Secretariat, any change in situation regarding all points here above.

We remain,

Yours sincerely,

Authorised Signature:
Name and Title of Signatory:
Name of Firm:
Address:

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}

Privacy Policy: SADC Secretariat Procurement office collects and uses your personal information for "Procurement Process" when you intend to compete and deliver any service or goods for the organization either individually or as a firm based on your consent. Your personal data is our highest security and kept for a period strictly necessary for the purpose set out. This privacy notice supplements the SADC Secretariat standard privacy notice and should be read in conjunction with the same available on SADC Secretariat website.

Form TECH-2.1

CONSULTANT'S ORGANIZATION AND EXPERIENCE

Form TECH-2.1: a brief description of the Consultant's organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant's Key Experts and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant's role/involvement.

A - Consultant's Organization

1. Provide here a brief description of the background and organization of your company, and – in case of a joint venture – of each member for this assignment.
2. Include organizational chart, a list of Board of Directors, and beneficial ownership.

B - Consultant's Experience

3. List only previous similar assignments successfully completed in the last five (5) years. Submit evidence: e.g. Completion certificates, reference letters or signed contracts for only three (3) projects.
4. List only those assignments for which the Consultant was legally contracted as a company or was one of the joint venture members. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Client.

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (in US\$ equivalent) / Amount paid to your firm	Role on the Assignment
{e.g., Jan.2020–Apr.2021}	{e.g., “Improvement quality of.....”: designed master plan for rationalization of;}	{e.g., Ministry of, country}	{e.g., US\$1 mill/US\$0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2024}	{e.g., “Support to sub-national government.....” : drafted secondary level regulations on.....}	{e.g., municipality of....., country}	{e.g., US\$0.2 mil/US\$0.2 mil}	{e.g., sole Consultant}

**FORM TECH- 2.2 COMMENTS AND SUGGESTIONS ON THE TERMS OF
REFERENCE ON COUNTERPART STAFF AND FACILITIES TO BE PROVIDED BY
THE PROCURING ENTITY AND ON STANDARD CONTRACT FORM**

A – On the Terms of Reference

[Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point, and incorporated in your Proposal.]

B – On Counterpart Staff and Facilities

[Comment here on counterpart staff and facilities to be provided by the Contracting Authority as indicated in the TORs or include your own requirements of: administrative support, office space, local transportation, equipment, data, etc.]

C – On Standard Form of Contract

[Please recommend any change in the Standard Form of Contract's clauses you would like to see incorporated in the final Contract. Please indicate which of the proposed changes, if not accepted by the Procuring Entity could determine you to reject the Contract for this assignment. Use maximum 2 pages]

FORM TECH-3 DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

[Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal (**max. 30 pages, inclusive of charts and diagrams**) divided into the following three chapters:

- a) *Technical Approach and Methodology,*
- b) *Work Plan, and*
- c) *Organization and Staffing,*

a) Technical Approach and Methodology. *In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.*

b) Work Plan. *In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Purchaser), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-7.*

c) Organization and Staffing. *In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment and proposed technical and support staff.]*

FORM TECH - 5 CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF¹

- Proposed role in the project:** *[insert the name of the position and indicate the key position]*
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. **Civil status:** *[insert: married/ divorced/single/ widower]*
 6. **Contract details:** **Address:***[insert the physical address]*
Phone :*[insert the phone and mobile no.]*
E-mail: *[insert the email]*
 8. **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>

7. **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>
<i>[insert the no.]</i>	<i>[insert the no.]</i>	<i>[insert the no.]</i>	<i>[insert the no.]</i>

8. **Membership of professional bodies:** *[indicate the name of the professional body]*
9. **Other skills:** *[insert the skills]*
10. **Present position:** *[insert the name]*
11. **Years of experience:** *[insert the no]*
12. **Key qualifications:** (Relevant to the assignment)
[insert the key qualifications]
13. **Specific experience in the region:**

Country	Date from - Date to

¹ The CV must not exceed eight (8) pages.

<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>
<i>[insert the country]</i>	<i>[indicate the month and the year]</i>

14. 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>	Name of the Company: Address of the company: Phone: Fax: Email: Name and title of the reference person from the company:	<i>[indicate the exact name and title and if it was a short term or a long term position]</i>	Name of the contract: Beneficiary of the contract: Brief description of the contract: Responsibilities:
<i>[indicate the month and the year]</i>	<i>[indicate the country and the city]</i>	Name of the Company: Address of the company: Phone: Fax: Email: Name and title of the reference person from the company:	<i>[indicate the exact name and title and if it was a short term or a long term position]</i>	Name of the contract: Beneficiary of the contract: Brief description of the contract: Responsibilities:
<i>[indicate the month and the year]</i>	<i>[indicate the country and the city]</i>	Name of the Company: Address of the company: Phone: Fax: Email: Name and title of the reference person from the company:	<i>[indicate the exact name and title and if it was a short term or a long term position]</i>	Name of the contract: Beneficiary of the contract: Brief description of the contract: Responsibilities:

14. **Other relevant information:** (e.g. Publications)
[insert the details]

15. 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 request, I will provide certified copies of all documents to prove that I have the qualifications and the professional experience and indicated at points 8 and 14 above³, documents which are attached to this CV as photocopies.

By signing this statement, I also authorised 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 8*
- 2) *Proof of working experience indicated at point 14*

³ *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 contract signed with them.*

FORM TECH-6 STAFFING SCHEDULE

N°	Name of Staff ³	Staff input (in the form of a bar chart) ⁴													Total staff-days input ⁵			
		1	2	3	4	5	6	7	8	9	10	11	12	n	Home	Field ⁶	Total	
Key Experts																		
1		[Home]																
		[Field]																
2																		
n																		
													Subtotal					
Non key experts																		
1	TBA	[Home]																
		[Field]																
2	TBA																	
n	TBA																	
													Subtotal					
													Total					

³ Position held in the Contract must be indicated as well.

⁴ Months/ weeks are counted from the start of the assignment. For each staff indicate separately staff input for home and field work.

⁵ Select months or weeks as needed.

⁶ Field work means work carried out at a place other than the Contractor's home office.

FORM TECH-7 WORK SCHEDULE

N°	Activity ¹	Months ²												
		1	2	3	4	5	6	7	8	9	10	11	12	n
1														
2														
3														
4														
5														
n														

¹ Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Procuring Entity's approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.

² Duration of activities shall be indicated in the form of a bar chart

Section 4. Financial Proposal Submission Forms

[Comments in brackets [] provide guidance to the Service Providers for the preparation of their Financial Proposals; they should not appear on the Financial Proposals to be submitted.]

FORM FIN-1 FINANCIAL PROPOSAL SUBMISSION FORM.....	47
FORM FIN-2 SUMMARY OF COSTS.....	48

FORM FIN-1 FINANCIAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: **[Name and address of Procuring Entity]**

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for **[insert the title and the reference number of consulting services]** in accordance with your Bidding Documents dated **[insert the date]** and our Proposal (Technical and Financial Proposals). Our attached Financial Proposal is for the sum of US\$ **[insert the amount in words and figures]**. This amount is exclusive of the taxes (including social security), duties, fees, levies, and other charges imposed under the applicable law in the Procuring Entity's country or in the countries of assignment, on the our firm(s), subcontractors, and personnel (other than nationals or permanent residents of the Procuring Entity's country). However, the Financial Proposal includes the reimbursable expenses indicated in the Data Sheet reference to the clause 3.8, amounting US\$ **[insert the amount(s) in words and figures]**, as well as the taxes indicated in the Data Sheet reference to clause 3.7, which we have estimated at **[insert the amount(s) in words and figures]**.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from correction and clarification made during the evaluation process, up to expiration of the validity period of the Proposal.

Commissions and gratuities, if any, paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity
_____	_____	_____
_____	_____	_____
_____	_____	_____

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

We remain,

Yours sincerely,

Name and Title of Signatory:

Name of Firm:

Address:

Phone:

Facsimile:

E-mail:

FORM FIN-2 SUMMARY OF COSTS

Cost component	Costs
	(US\$)
Lump sum	
Reimbursable Expenses ¹	
Taxes ²	
Total	

¹ as per the Data Sheet reference to clause 3.8

² as per Data Sheet reference to clause 3.7 *[delete if not applicable]*

Section 5. Terms of Reference

TERMS OF REFERENCE

1. BACKGROUND INFORMATION	47
1.1 PARTNER COUNTRY AND PROCURING ENTITY	47
1.2 CONTRACTING AUTHORITY	47
1.3 COUNTRY BACKGROUND	47
1.4 CURRENT SITUATION IN THE SECTOR.....	47
1.5 RELATED PROGRAMMES AND OTHER DONOR ACTIVITIES	47
2. OBJECTIVE, PURPOSE & EXPECTED RESULTS	47
2.1 OVERALL OBJECTIVE	47
2.2 PURPOSE (SPECIFIC OBJECTIVE)	47
2.3 RESULTS TO BE ACHIEVED BY THE CONTRACTOR.....	48
3. ASSUMPTIONS & RISKS	49
3.1 ASSUMPTIONS UNDERLYING THE PROJECT	49
3.2 RISKS	49
4. SCOPE OF THE WORK	49
4.1 GENERAL	49
4.2 SPECIFIC WORK	49
4.3 PROJECT MANAGEMENT.....	51
5. LOGISTICS AND TIMING	51
5.1 LOCATION	51
5.2 START DATE & PERIOD OF IMPLEMENTATION	51
6. REQUIREMENTS	52
6.1 STAFF	52
6.2 OFFICE ACCOMMODATION	53
6.3 FACILITIES TO BE PROVIDED BY THE CONTRACTOR	53
6.4 EQUIPMENT	53
6.4 INCIDENTAL EXPENDITURE	53
6.5 EXPENDITURE VERIFICATION	53
7. REPORTS.....	54
7.1 REPORTING REQUIREMENTS	54
7.2 SUBMISSION & APPROVAL OF REPORTS.....	54
8. MONITORING AND EVALUATION	54
8.1 DEFINITION OF INDICATORS	54
8.2 SPECIAL REQUIREMENTS	54
9. BUDGET	54

1. BACKGROUND INFORMATION

1.1 Partner Country and Procuring Entity

The partner country for this project is the Southern African Development Community (SADC), and the contracting authority is the SADC Secretariat.

1.2 Contracting Authority

The contracting authority for this project is the SADC Secretariat, which oversees peace, security, and stability efforts within the SADC region.

1.3 Country Background

1.4 Current Situation in The Sector

To fulfill its mandate of promoting regional peace and security, the Southern African Development Community (SADC) play critical roles in identifying, monitoring, and preventing threats. The existing systems are heavily reliant on manual data collection and analysis, which impacts the efficiency and timeliness of threat detection and response.

This Terms of Reference (ToR) outlines the need for the development and implementation of an advanced data mining tool that integrates artificial intelligence (AI), machine learning (ML), and big data analytics. The primary objective of this tool is to improve the efficiency and effectiveness of SADC in monitoring, analyzing, and responding to emerging threats such as violent extremism, ideological and religious indoctrination, online terror financing, and recruitment activities related to terrorism and related crimes that poses a threat to the region.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1 Overall Objective

To equip the Regional SADC with an advanced data mining tool that strengthens their capacity for real-time threat detection, early warning, and proactive intelligence in counter-terrorism operations. This system will enable SADC units to efficiently share timely, actionable information with SADC member states, fostering a collaborative and secure regional environment and enhancing collective responses to emerging security threats.

2.2 Specific Objectives

Enhance SADC threat analysis capabilities by providing tools for monitoring, analyzing, and forecasting security threats with a focus on counterterrorism, emphasizing:

- **Sign or Pattern Identification**

Leverage AI-driven algorithms to identify emerging signs or patterns that indicate potential security threats, enabling the early detection of anomalies and suspicious activities related to terrorism.

- **Predictive Analytics**

Implement predictive models to forecast future security threats based on historical data, current trends, and identified risk factors, empowering SADC to take proactive countermeasures before threats materialize.

- **Social Media Platform Monitoring**

Utilize AI-powered tools to monitor and analyze social media platforms for extremist content, recruitment activities, and online radicalization, providing real-time intelligence on potential threats from digital spaces.

- **Behavioral Profiling and Risk Assessment**

Apply data mining techniques to create behavioral profiles of individuals or groups that exhibit characteristics consistent with terrorist activities. By analyzing a range of factors, such as online behavior, financial transactions, and social interactions, risk assessments can be made to identify high-risk individuals or entities and trigger closer scrutiny.

- **Network Analysis**

Use advanced network analysis tools to mine data for connections between individuals, groups, or organizations suspected of involvement in terrorism. This could involve analyzing social media interactions, communication logs, and financial transactions to uncover terrorist networks, recruitment pipelines, and potential operational cells.

- **Sentiment Analysis and Content Mining**

Apply natural language processing (NLP) and sentiment analysis to mine online and offline content for extremist narratives, hate speech, and radicalization trends. By analyzing the tone and context of digital communications, this capability can help identify individuals or groups at risk of radicalization or involvement in terrorism.

- **Geospatial Information System (GIS) Analysis**

Integrate GIS technology to map and visualize spatial patterns of terrorist activity, enabling the SADC to track the movement of key individuals, monitor hotspots, and identify potential risks based on geographic data.

- **Image Correlation**

Apply image recognition technologies to correlate and analyze visual data, such as satellite imagery, videos, and social media posts, for signs of terrorism-related activities and the movement of individuals or groups of concern.

- **Database Integration**

Integrate and centralize structured data from various sources, including intelligence databases, government records, and past threat assessments, to create a comprehensive threat landscape and enhance situational awareness.

- **Data Fusion and Integration**

Combine data from diverse sources—such as intelligence reports, social media, financial data, public records, and satellite imagery—into a unified system. By fusing different types of data, the tool can provide a more holistic view of emerging threats, ensuring a comprehensive approach to counterterrorism.

- **Charts and Visualization Generation**

Utilize data visualization tools to generate actionable charts, graphs, and dashboards that display complex threat data in clear, digestible formats, supporting rapid analysis and informed decision-making.

2.3 Results to be Achieved.

The **Data Mining Tool** will enable timely detection, more accurate forecasting, and more effective counterterrorism interventions. These results will not only improve the ability to identify and disrupt terrorist activities but also enhance the overall coordination and responsiveness of regional security efforts, including:

- Early Detection of Emerging Threats by leveraging sign and pattern identification through AI-driven algorithms:

- Proactive Countermeasures through Predictive Analytics to forecast potential security threats by analyzing historical data, trends, and risk factors.
- Real-time Intelligence from Social Media platform monitoring, which will provide SADC with real-time intelligence on extremist content, recruitment efforts, and online radicalization trends, to help identify individuals or groups planning or promoting terrorist activities in the digital space, enabling timely action.
- Targeted Risk Identification through Behavioral Profiling to enable the identification of high-risk individuals or entities by analyzing patterns in online behavior, financial transactions, and social interactions.
- Uncovering Terrorist Networks and Connections by mapping and visualize the connections between individuals, groups, or organizations involved in terrorism through communication logs, social media interactions, and financial transactions. This will pave way for SADC to uncover recruitment pipelines, terrorist cells, and funding networks online.
- Monitoring and Preventing Radicalization via Sentiment Analysis, SADC will be able to analyze the tone and context of online and offline communications, identifying extremist narratives, hate speech, and potential radicalization trends.
- Spatial Intelligence to Track Threat Movement of key individuals or groups involved in terrorist activities.
- Enhanced Surveillance with Image Correlation, SADC will be able to analyze visual data such as satellite imagery, videos, and social media posts, correlating images to detect signs of terrorism-related activities or the movement of terrorist cells, improving surveillance and intelligence-gathering capabilities.
- Comprehensive Threat Intelligence through Database Integration, SADC will be able to consolidate and centralize data from various online sources such as intelligence databases, government records, and previous threat assessments, creating a comprehensive and unified threat landscape.
- Holistic View of Threats with Data Fusion, this will provide SADC with a more holistic understanding of the threats, allowing for a more effective and coordinated response.
- Clear and Actionable Intelligence through Visualization Tools, SADC will be able to quickly interpret critical information, enabling faster information sharing with Member States for decision-making and more efficient response.
- Centralized Analytics for Enhanced Situational Awareness, this ensuring that intelligence is timely, accurate, and relevant.
- Increased Efficiency in Threat Detection, it will be improving both the efficiency and accuracy of threat detection by identification of emerging risks, facilitating faster responses to potential terrorist activities.

2.3.1 System Ownership and Governance

The Data Mining Tool will be designed to serve SADC with the primary objective of generating actionable intelligence that can be shared across SADC Member States. This collaborative approach will strengthen the collective capacity of the region to detect, respond to, and mitigate emerging security threats. The governance structure for the system will be defined as follows:

i. RCTC - Primary Authority

As the leading authority on counterterrorism in the region, SADC will hold primary ownership of the data mining tool, overseeing the overall management of the system, ensuring that it meets the specific objectives related to counterterrorism. This includes:

- a. **Operational Control:** SADC RCTC will direct all operations related to the use of the system, including the initiation and monitoring of data collection, analysis, and reporting.
- b. **Data Governance:** SADC RCTC will set the standards for data management, ensuring the accuracy, reliability, and security of the information processed by the tool.
- c. **Decision-Making:** RCTC will lead decision-making (final analysis) processes on the intelligence generated by the system, ensuring that counterterrorism responses are timely, well-coordinated, and based on the most relevant data.

ii. SADC REWC - Supporting Entity

SADC REWC will play a critical supporting role by utilizing the system's data analytics capabilities to focus on early warning indicators related to broader regional security threats. REWC's involvement will include:

- a. **Early Warning Threat Alerts:** SADC REWC will use the system to identify and analyze potential threats, particularly those that extend beyond counterterrorism concerns, such as political instability, civil unrest, or cross-border security risks.
- b. **Information Sharing:** REWC will collaborate with SADC RCTC to ensure that early warning information is shared with member states in a timely and secure manner, providing critical insights for preventive measures.

iii. SADC Secretariat Support

The **SADC** Secretariat will provide overarching strategic oversight to ensure that the system's deployment aligns with regional security mandates. The Secretariat's role will involve:

- a. **Strategic Guidance:** Ensuring that the system adheres to SADC's broader strategic goals, including the alignment of counterterrorism and early warning objectives with regional peace and security frameworks.
- b. **Technical Compliance and Support:** Offering guidance on technical compliance, ensuring that the system's infrastructure and data management processes meet the highest standards of security, interoperability, and performance.
- c. **Performance Monitoring:** Overseeing the system's overall performance and ensuring that it delivers the intended outcomes in terms of regional security cooperation and timely response to emerging threats.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project.

- i. Key stakeholders are available during the implementation of the project.
- ii. Sufficient financial and time resources have been allocated to the project.

3.2. Risks

Risk	Level (L/M/H)	Mitigation Measure
Project delays due to unavailability of staff or resource constraints	Low (L)	Advance scheduling and reminders. Prioritize awarding the contract to a bidder with staff based in the region to minimize delivery time.
Data privacy and protection concerns (e.g., exposure of sensitive information)	High (H)	Enforce compliance with data protection regulations (e.g., GDPR), apply strong encryption, and implement strict access controls.

Poor data quality (incomplete, inconsistent, or inaccurate data)	Medium (M)	Establish robust data validation and cleansing processes before and during tool implementation.
Integration challenges with existing systems (e.g., M365, databases, reporting platforms)	Medium (M)	Conduct compatibility assessments, involve IT teams early, and ensure use of standard APIs.
Lack of user adoption or resistance to change	Medium (M)	Provide training, user awareness sessions, and involve end-users in tool design and testing.
Vendor lock-in or overdependence on external supplier	Medium (M)	Negotiate clear contract terms, ensure documentation of customizations, and prefer open standards.
Technical failures or system downtime	High (H)	Implement redundancy, conduct regular testing, and ensure vendor provides timely technical support.
Inadequate cybersecurity controls (e.g., unauthorized access, malware)	High (H)	Deploy endpoint security, monitor activity logs, and integrate with existing SOC/SIEM tools.
Cost overruns due to underestimated project scope	Medium (M)	Define scope clearly, monitor budget closely, and include contingency in financial planning.
Non-compliance with legal or regulatory requirements	High (H)	Align solution with regional/national regulations and conduct regular compliance audits.

4. SCOPE OF THE WORK

4.1 General

4.1.1. Project Description:

The project involves designing, developing, and implementing data mining and analysis system specifically for early warning threat detection and counter-terrorism reporting, aligned with SADC's primary mandate.

Key Activities:

- **Assessment and Planning:** Evaluate SADC RCTC and SADC REWC workflows to outline requirements and specifications for a comprehensive data mining solution.
- **Environment Setup:** Configure necessary hardware, software, and network environments for seamless system operations.
- **Testing and Validation:** Ensure that the system meets performance, reliability, and security benchmarks.

- **Training and Documentation:** Develop comprehensive training for SADC Secretariat staff and create clear user guides and system documentation.

4.2 Specific Work

Data Integration and Mining Capabilities:

The system will support the integration of structured and unstructured data sources for comprehensive threat analysis. It should draw data from reputable global databases, open-source intelligence, and local data for context-specific insights.

- **Data Processing and Categorization:** Apply Natural Language Processing (NLP) and machine learning to process and categorize data, focusing on identifying indicators of terrorism and violent extremism (T and VE).
- **Pattern Recognition and Analysis:** Use AI and ML algorithms for anomaly detection, sentiment analysis, and scenario modeling to assess potential threats.

Ownership-Specific Configuration:

- **Access Control for SADC RCTC:** SADC RCTC will have full administrative access to manage data streams, user roles, and system configurations as the primary system owner.
- **SADC REWC's Access for Early Warning Analysis:** SADC REWC will have designated access to relevant data streams for early warning analysis, but RCTC retains final control over system-level changes and core configurations.

4.3. Project Management.

4.3.1 Responsible body

SADC Secretariat is based in Botswana, Gaborone with satellite offices in a number of the SADC Member States.

4.3.2 Management Structure

The service provider will report to the Ag. Coordinator of SADC RCTC supported by Head ICT

4.3.3 Facilities to be provided by the Contracting Authority

For all experts working on the project SADC Secretariat, as the Contracting Authority, will facilitate a venue for meetings. Any other residence, work and

related documentation and logistics are entirely the responsibility of the service provider.

5. LOGISTICS AND TIMING

5.1 Project Location

Primary deployment and support services will be based in Gaborone, Botswana at the Secretariat, with data hosting managed to ensure compliance with SADC's data sovereignty requirements.

5.2 Implementation Period

The project's initial implementation will span Five (5) months, followed by ongoing support and maintenance for one year (12 Months). The cost of support and maintenance will be included in the project cost.

6. REQUIREMENTS

6.1 System specification and functionalities

The specifications and functionalities for this system are designed to enable advanced threat detection, analysis, and reporting for SADC. Below is a breakdown of the main specifications and functionalities:

6.1.1. Data Integration and Aggregation

- **Comprehensive Data Streams Integration:** The system must aggregate data from multiple reputable global and local sources, covering structured (e.g., economic and political indicators) and unstructured data (e.g., social media, news articles).
- **API-Based Data Extraction:** Integrate with external open-source databases like the Global Database of Events, Language, and Tone (GDELT), Armed Conflict Location and Event Data (ACLED), and Africa Media Monitor (AMM). This allows for real-time updates, filtering, and categorization of data.
- **Data Aggregation Module:** Collects data across various dimensions (security, economic, political, and social), providing a comprehensive situational view.

6.1.2. Data Processing and Management

- **Data Mining Capabilities:** Supports Natural Language Processing (NLP) for sentiment analysis and trend identification, automating data cleaning and categorization.

- **Automated Categorization:** Sort data by topics or sectors (e.g., security, economy) for efficient threat prioritization and analysis.
- **Real-Time Event Logging and Categorization:** Captures real-time incidents, flags priority threats, and enables interactive timelines for event tracking.

6.1.3. Analysis and Scenario Building

- **Integrated Analysis Tools:** Combines structured and unstructured data to provide a holistic view. Includes cross-sectional analysis of social, economic, and political variables.
- **Scenario Building:** Generates best-case, worst-case, and preventative scenarios based on current data, enabling proactive response strategies.
- **Predictive Modeling and Anomaly Detection:** Utilises machine learning (ML) for forecasting potential incidents based on historical and real-time data patterns.

6.1.4. AI and Machine Learning (ML) Solutions

- **Automated Classification and Categorization:** Uses Natural Language Processing (NLP) and Natural Language Understanding (NLU) for topic categorization, sentiment analysis, and risk assessment.
- **Predictive Modeling:** Employs ML algorithms to anticipate potential incidents and identify emerging trends.
- **Advanced Pattern Recognition:** Detects signs of radicalization, recruitment, and planning activities by analyzing text, images, and other data forms for suspicious patterns.

6.1.5. Geospatial Information System (GIS) Analysis

- **Hotspot Identification:** Maps high-risk areas and suggests prevention strategies based on geographic data.
- **Incident Mapping and Visualization:** Provides geospatial insights into incident distribution and severity, facilitating location-based threat assessment.

6.1.6. Visualization and Dashboard Tools

- **Real-Time Data Visualization:** Includes charts, maps, and dashboards for data interpretation and pattern recognition.

- **Customizable Dashboards:** Allows users to configure dashboards according to user-defined parameters for tailored insights.
- **Charts Generation:** Supports various chart types (e.g., time series, heat maps, network graphs) for trend analysis and situational awareness.

6.1.7. Alerting and Reporting System

- **Real-Time Alerts:** Sends notifications when predefined thresholds are met, ensuring rapid responses to high-priority threats.
- **Alert Management Dashboard:** Tracks alerts and responses to ensure effective threat monitoring.
- **Automated Reporting:** Generates detailed reports on incidents, trends, and risk assessments for quick access by stakeholders.

6.1.8. Data Security and Compliance

- **Data Integrity and Encryption:** Ensures robust encryption and access control measures for data protection.
- **Compliance with Data Protection Standards:** Regular audits and security checks to ensure compliance with data privacy and security regulations.

6.1.9. Ongoing Monitoring and Optimization

- **Performance Monitoring Tools:** Continuously monitor system uptime, availability, and performance.
- **Regular Audits and Optimization:** Conduct periodic reviews to identify opportunities for system enhancement and updates.

6.1.10. User and System Management

- **Role-Based Access Control:** Customized access rights for RCTC as the primary user and REWC for early warning functionalities.
- **Comprehensive Documentation and Training:** Includes user guides, Standard Operating Procedures (SOPs), and disaster recovery plans for effective user management.

6.1.11 Expertise

Company experience.

The bidding company must demonstrate:

- **At least 5 years** of experience in software development, particularly in web-based platforms and **data analytics solutions**, including data mining and AI-based systems. Experience with international or regional organisations (e.g., AU, UN, SADC, etc.) will be an added advantage.
- **Minimum 3 years** of experience in delivering data analytics, data mining, or artificial intelligence (AI) solutions.
 - *(Submit Evidence: e.g. Certificate of incorporation or equivalent registration document.)*
- Evidence of at least three (3) similar projects delivered or substantially completed within the past 5 years (**refer to Form TECH 2.1 for presentation of similar assignments**), including:
 - At least one project implemented with a multi-country or regional scope, or for a multilateral/intergovernmental organisation.
 - At least one project implemented in the public sector.
 - *(Submit evidence: e.g. Completion certificates, reference letters or signed contracts)*
- Knowledge and experience in geospatial mapping, indicator-based monitoring, and implementation of systems with multi-stakeholder user roles and role-based access control.
- Demonstrated multilingual capability in handling data ingestion, processing, search, and reporting in English and at least one other language (French or Portuguese).
- Proven experience in interfacing solutions with:
 - Microsoft 365 / SharePoint / OneDrive, and
 - Linux (Ubuntu) server environments,
 - using open standards and **Application Programming Interface**.(API-)based interoperability.
- **Client references** for all relevant projects, including:
 - **Organisation name, contact person, email address, and telephone number.**

The service provider should include professionals with the following qualifications:

- Proven experience in developing large-scale data analysis systems incorporating AI/ML.
- Expertise in API integrations and data mining from structured and unstructured sources.
- Familiarity with early warning systems, scenario modelling, and policy development in conflict or counter-terrorism contexts.

Key Experts

Experts play a critical role in the implementation of the contract. The contracting authority sets an absolute minimum input in terms of qualifications and experience for the entire team of experts provided by the consulting firm.

Key Expert 1: IT Security Specialist – Data Mining Systems

A highly experienced IT Security Specialist with demonstrated expertise in designing, securing, and supporting advanced data-driven systems. Possesses a strong background in cybersecurity, secure system architecture, threat intelligence, and collaborative development of analytical tools. Adept at working with multidisciplinary teams, including data scientists, intelligence analysts, and software engineers, to ensure secure, scalable, and legally compliant solutions for detecting and mitigating terrorism and other security related threats.

Key Responsibilities:

1. Secure Requirements Definition

Collaborate with intelligence analysts and software developers to define security requirements and technical specifications for the data mining and analytics platform.

2. Cyber Threat Modeling and Risk Assessment

Analyze potential cyber threats to the platform, ensure system hardening, and

design security protocols to protect data, analytics models, and infrastructure from unauthorized access and manipulation.

3. Architecture and Security Design

Lead the design of secure system architecture, including encryption, access control, and audit trails for handling sensitive counter-terrorism data.

4. Secure Integration and Interoperability

Oversee secure integration of the data mining tool into existing intelligence systems, ensuring interoperability and protection of sensitive workflows.

5. Compliance and Legal Assurance

Ensure all components of the system adhere to national and international legal and regulatory standards on data protection, privacy, and human rights.

6. Incident Response Planning

Develop incident response procedures for cyber threats and breaches, including forensic analysis and secure recovery mechanisms.

7. Collaboration on Algorithmic Security

Support data scientists in developing machine learning models by advising on data provenance, model robustness, adversarial risk, and algorithmic accountability.

8. Capacity-Building and Secure Operations Training

Provide technical training to stakeholders on secure operation of the data mining platform, including secure data handling, user authentication, and incident reporting protocols.

9. Continuous Security Monitoring and Improvement

Monitor the system post-deployment for vulnerabilities and provide recommendations for continuous improvement based on evolving cyber threats and counter-terrorism challenges.

Skills and Qualifications:

- **Bachelor's degree** in Computer Science, Cybersecurity, Information Security, or related field (required).

- **Master's degree** in Cybersecurity, Information Assurance, or a related specialization (preferred).
- **Professional certifications** such as CISSP, CISM, CEH, OSCP, or equivalent (strongly preferred).
- Specialized knowledge of secure software development, threat intelligence, encryption standards, and secure cloud infrastructure.
- Strong communication and leadership skills with experience in cross-functional teams.

General Professional Experience:

Minimum **10 years of proven experience**, including:

- At least 8–10 years in cybersecurity, information security, or secure system architecture, ideally within a law enforcement, intelligence, or defense environment.
- Experience working in or with government agencies, national security organizations, or international intelligence bodies.
- Proven ability to implement cybersecurity frameworks (e.g., NIST, ISO/IEC 27001) in high-security environments.
- Experience in the secure design and development of large-scale information systems or data analytics platforms.

Specific Professional Experience:

Minimum **5 years of proven experience**, including:

1. **Secure Development Lifecycle (SDL):** Applied secure coding practices and SDL principles in the development of mission-critical data platforms.
2. **Security Operations in Intelligence Systems:** Supported or led cybersecurity operations for systems handling sensitive counter-terrorism data, including SIEM implementation and threat hunting.

3. **Cyber Threat Intelligence (CTI):** Worked with CTI teams to detect and analyze cyber threats linked to terrorist activities or online radicalization.
4. **Legal and Regulatory Compliance:** Ensured system compliance with laws such as GDPR, regional data protection regulations, and human rights obligations in national security contexts.
5. **Security Audits and Penetration Testing:** Conducted or supervised security assessments, red teaming, and vulnerability testing of counter-terrorism platforms.
6. **Interagency Security Collaboration:** Participated in joint cyber defense or counter-terrorism initiatives involving multiple agencies and international partners.
7. **Digital Forensics and Incident Response:** Investigated security breaches and supported forensic analysis related to terrorist cyber activity.
8. **Security Awareness and Capacity Building:** Developed and delivered cybersecurity training modules for analysts and technical teams within national security agencies.

Key Expert 2: Advanced Data Mining and AI Specialist

Key Responsibilities:

- Lead technical consulting on data mining and AI-driven projects, from assessment to implementation and optimization.
- Conduct in-depth technical evaluations of existing data architectures and recommend enhancements.
- Develop advanced data mining models, including clustering, classification, and anomaly detection.
- Implement deep learning models for advanced analytics using TensorFlow, Keras, or PyTorch.
- Design and optimise cloud-based data mining solutions leveraging Azure Machine Learning, AWS SageMaker, or Google Cloud AI.

- Develop comprehensive technical proposals and roadmaps for AI-driven data mining solutions.
- Provide hands-on expertise in configuring, testing, and optimising predictive analytics models.
- Lead knowledge transfer sessions, workshops, and training for internal ICT teams.

Skills and Qualifications:

- Bachelor's degree in Computer Science, Data Science, AI, or related field (Master's preferred).
- Minimum of 10 years of experience in data mining, AI, and predictive analytics.
- Strong communication and leadership skills with experience in cross-functional teams.
- Strong analytical and problem-solving abilities focusing on scalable and reliable solutions.
- Excellent presentation and communication skills, with the ability to convey technical concepts to technical and non-technical audiences.
- Strategic thinking and ability to influence and drive technical decisions.

General Professional Experience:

10 years of proven experience in the following

Extensive experience in designing and implementing machine learning and AI-based data mining solutions.

- Deep knowledge of cloud-based AI tools such as Azure AI, AWS AI, and Google AI.
- Expertise in deep learning, neural networks, and reinforcement learning techniques.

Specific Professional Experience:

5 years of proven experience in the following

- Relevant certifications such as Google Professional Data Engineer, Google Professional Machine Learning Engineer, or AWS Certified Machine Learning – Specialty are highly desirable.

Key Expert 3: Application Developer

Key Responsibilities

- **End-to-End Application Design & Development:** Architect and develop secure, scalable, and high-performance applications that integrate advanced data mining and AI capabilities.
- **Front-End & Back-End Implementation:** Develop dynamic user interfaces and responsive dashboards for intelligence analysts while ensuring backend efficiency for data ingestion and processing.
- **Secure System Integration:** Ensure secure and seamless integration with databases, AI models, external data feeds, and law enforcement or intelligence systems.
- **DevOps and Continuous Delivery:** Implement CI/CD pipelines for faster deployment and automation of build, test, and release workflows.
- **Code Security & Compliance:** Apply secure coding practices to defend against OWASP Top 10 vulnerabilities; ensure compliance with counterterrorism and data protection regulations (e.g., GDPR, national cybersecurity frameworks).
- **AI/ML Embedding:** Work closely with AI specialists to incorporate machine learning models into the application's processing pipelines and user workflows.
- **Testing & QA:** Lead unit, functional, performance, and penetration testing to ensure system robustness and response under threat simulation scenarios.
- **User-Centered Design:** Adapt the application to meet the workflows of analysts, law enforcement officers, and decision-makers, incorporating usability best practices.

- **Documentation & Knowledge Transfer:** Create user guides, technical manuals, and conduct workshops or training sessions for operational teams and administrators.
- **Monitoring & Support:** Implement system monitoring tools, automate alerts, and participate in incident response processes to maintain operational continuity.

Skills and Qualifications

- 5–8 years in application development or software engineering
- Demonstrated ability to lead cross-functional development teams and manage complex project timelines
- Proven effectiveness in high-security, compliance-driven environments

Educational Requirements:

- Bachelor's degree in computer science, Software Engineering, Information Systems, or a related field (required).
- Master's degree in Secure Application Development, Advanced Information Systems, or Software Architecture (preferred).
- Professional certifications such as the below will be added advantage:
 - Certified Secure Software Lifecycle Professional (CSSLP)
 - Microsoft Certified: Azure Developer Associate
 - AWS Certified Developer
 - Certified Kubernetes Application Developer (CKAD)

General Professional Experience

A seasoned Application Development Expert with broad experience in designing and deploying secure, scalable applications in high-stakes environments. Brings a combination of technical proficiency and stakeholder engagement to deliver solutions

tailored to operational needs in domains such as national security, defense, and public sector digital transformation.

8 Years of proven experience in the following

- Experienced in both **agile** and **waterfall development methodologies**
- Adept in translating policy and operational goals into software requirements
- Strong grasp of **human-centric design** for mission-oriented systems
- Experience designing and developing enterprise-grade applications with high security standards.
- Proven track record of delivering software solutions in multi-disciplinary teams, especially in defense, intelligence, or public safety environments.
- Experience working on mission-critical applications involving sensitive data and compliance requirements.

Specific Professional Experience

5 years of proven experience in the following

- **Secure Applications Development:** Developed web-based interfaces and microservices for an AI-powered data mining platform, integrating real-time feeds, behavioral analysis models, and alerting systems.
- **Custom Analytics Dashboards:** Built visualization dashboards that allowed users to track trends and cross-reference intelligence sources securely.
- **Cloud-Native Application Architecture:** Designed a cloud-deployed application using containerization and microservices, ensuring elasticity and resilience under varying data loads and real-time usage.
- **Incident Monitoring and Alerting Tools:** Created modules for logging, threat alerting, and evidence chain-of-custody features, enhancing decision-making during crisis scenarios.

- **Secure Authentication and Role-Based Access:** Implemented Single Sign-On (SSO), multiple applications or systems (MFA), and role-based access controls integrated with Active Directory and identity management systems.
- **Collaborative Development with Security Experts:** Worked alongside analysts and cybersecurity teams to iteratively refine features and ensure operational relevance and security.

Key Expert 4: Data Science Team Lead

Key Responsibilities:

- Lead and manage a team of data scientists and engineers in designing and deploying data mining solutions.
- Assign tasks, manage workload, and ensure project deliverables meet client expectations.
- Provide technical guidance, coaching, and mentoring to team members.
- Serve as the primary point of contact for contracting authority communications and escalations.
- Conduct regular project reviews, status updates, and reporting to stakeholders.
- Ensure adherence to project timelines, budgets, and quality standards.

Skills and Qualifications:

- Bachelor's degree in computer science, Data Science, AI, or related field (Master's preferred).
- Relevant certifications such as Certified Data Management Professional (CDMP), Project Management Professional (PMP), or Certified Data Management Professional (CDMP) are advantageous.

General Professional Experience:

- 10 years of proven experience in the following :

- Proven experience in leading and managing teams in data science and analytics.

Specific Professional Experience:

- Minimum of 10 years of experience in data mining and analytics implementation.
- Deep knowledge of data mining principles, methodologies, and cloud-based solutions.
- Strong project management skills with experience in project planning and execution.
- Excellent interpersonal and communication skills, with the ability to build strong client relationships.
- 5 years of proven experience in the following:
 - **Leadership in Complex Data Science Projects:** Led multidisciplinary teams in the design, development, and deployment of advanced data analytics platforms for high-stakes environments. Oversaw project planning, resource allocation, and execution of scalable machine learning solutions aligned with organizational priorities.
 - **Development of Predictive Analytics Systems:** Directed efforts to build and operationalize predictive modeling systems using large-scale structured and unstructured data. Ensured alignment with client objectives by translating domain requirements into actionable data science strategies.
 - **Integration of Advanced Analytics into Enterprise Systems:** Guided the integration of AI and data science components into existing enterprise-level applications, including dashboards, alerting mechanisms, and visualization tools to support real-time decision-making.
 - **Cross-Functional Collaboration and System Integration:** Collaborated closely with application developers, cybersecurity experts, data engineers, and client stakeholders to ensure the successful implementation of end-to-end data solutions within complex technical environments.

- **Oversight of Data Governance and Compliance:** Ensured adherence to ethical AI standards, data privacy regulations, and security protocols across all phases of data lifecycle management, from ingestion to model deployment.
 - **Model Lifecycle Management and Optimization:** Established robust processes for training, validating, deploying, and continuously improving machine learning models based on operational feedback and evolving requirements.
 - **Stakeholder Engagement and Technical Communication:** Served as the primary liaison between data science teams and external stakeholders, providing regular updates, delivering briefings, and ensuring the final solutions met both technical specifications and user expectations.
- Capacity Building and Knowledge Transfer:** Led the development of technical documentation and user training programs to ensure sustainable use and continuous improvement of deployed analytics systems by client teams.

6.1.12: Training Requirements

The provider will train RCTC staff extensively, as they will be the system's primary operators. REWC and SADC Secretariat staff will receive targeted training focused on using the system's early warning functions. A core team should be trained for continuity amid potential staff turnovers.

6.2: Office accommodation;

This assignment will be home based. Where travel of the consultant will be required for approved training sessions, SADC Secretariat will pay for all travel associated costs as per SADC Secretariat travel policy.

6.3: Facilities to be provided by the contractor.

The contractor must ensure that experts are adequately supported and equipped.

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

6.5: Incidental expenditure

Not Applicable.

6.6: Expenditure verification

Not Applicable.

7. REPORTING

7.1. Reporting Requirements.

The following reports are expected throughout the project lifecycle:

Name of report	Content	Time of submission
Inception Report	Initial analysis and project plan,	submitted within 10 days of project commencement
Requirements and Specifications Document	Detailed description of system requirements,	submitted within 15 days after approval of inception report
Solution Design and Architecture Report	Final system design,	to be submitted within 18 days after approval of requirements & specification document
Technical Documentation and Manuals	Complete system guides and manuals,	to be delivered within 75 days after approval of solution design and architecture report

Final Report	Summarizes achievements, challenges, and recommendations,	to be delivered within 7 days after submission of technical documents
System maintenance and support	Commences after commissioning of data mining tool	1 year from commissioning

Payment Schedule

The payment schedule for the Data Mining Tool Development Project is as follows:

20% upon the Contracting Authority's receipt and approval of the following Results:

- Inception Report as approved by the SADC Secretariat.
- Detailed Requirements Document with complete SADC Business and Technical Requirements
- System prototype model for data mining tool presented and approved by the SADC.

30% upon the Contracting Authority's receipt and approval of the following Results:

- The developed Data Mining Tool is deployed with its core functionalities operational, improving data analysis capabilities.
- A modern analytics dashboard with real-time data insights covering all primary SADC Secretariat data sources.
- The Data Mining Tool is developed using an AI-driven analytics engine, ensuring scalability and efficiency, and is accepted by the Contracting Authority.
- Data Architecture and Infrastructure Design Document as approved by the SADC Secretariat.

30% upon the Contracting Authority's receipt and approval of the following Results:

- A comprehensive user manual and documentation.
- Complete training delivered to SADC and RCTC users and system administrators covering data ingestion, preprocessing, model training, and system maintenance.
- Source code handover: The SADC Secretariat will receive the full source code, including all developed libraries.
- Final Project Report and System readiness for Go-Live approval.

10% after the first six (6) months of Support and Maintenance Period: Administrative and technical support, acceptable to the Contracting Authority, shall include:

- Maximum of 4 hours per month cumulative, which shall include the following services:
 - Security updates and patches for the data mining tool and its underlying frameworks.
 - Version updates for relevant AI/ML libraries and toolkits.
 - Performance tuning and system optimisation.
 - Setting up data monitoring and anomaly detection features.
 - Troubleshooting and configuration of cloud or on-premises server environments.

10% Upon completion of the Support and Maintenance Period: Second-tier technical support to SADC ICT.

8. MONITORING AND EVALUATION

Monitoring will be based on indicators defined under the scope and deliverables, with a focus on system uptime, data accuracy, and response times for real-time threat alerts. Evaluations will ensure compliance with data protection regulations and assess the ongoing relevance of AI and machine learning tools for RCTC's operational needs.

9. BUDGET

The total project budget, which includes licensing and support fees, will be covered under the SADC Secretariat's RCTC Unit. Estimated at **\$250,000.00**, this budget is expected to accommodate all implementation costs and includes one-year support and maintenance, with provisions for initial and follow-up training. After Go-Live support and maintenance will continue for a period of one (1) year.

This ToR establishes a framework for a robust data mining solution under the primary ownership of RCTC, ensuring the system meets RCTC objectives while supporting cross-functional collaboration with REWC and SADC other SADC units.

Section 6. Standard Form of Contract

Section 6. Standard Form of Contract

STANDARD CONTRACT FOR SERVICES

**CONSULTANCY FOR DEVELOPMENT OF DATA
MINING TOOL FOR SADC SECRETARIAT.**

CONTRACT NUMBER: SADC/3/5/2/381

BETWEEN

SADC Secretariat (“the Contracting Authority”)

AND

(“the Contractor”)

Contents

I. Form of Contract	81
II. General Conditions of Contract	83
1.1 Definitions	83
1.2 Relationship Between the Parties	84
1.3 Law Governing Contract	84
1.4 Language	84
1.5 Headings	84
1.6 Notices	84
1.7 Location	85
1.8 Authority of Member in Charge	85
1.9 Authorized Representatives	85
1.10 Taxes and Duties	85
1.11 Fraud and Corruption	85
2.1 Effectiveness of Contract	87
2.2 Termination of Contract for Failure to Become Effective	87
2.3 Commencement of Services	87
2.4 Expiration of Contract	87
2.5 Entire Agreement	87
2.6 Modifications , or Variations	87
2.7 Force Majeure	89
2.8 Suspension	91
2.9 Termination	91
3.1 General	94
3.2 Conflict of Interests	94
3.3 Confidentiality	95
3.4 Liability of the Contractor	95
3.5 Insurance to be Taken out by the Contractor	95
3.6 Accounting, Inspection and Auditing	95
3.7 Contractor's Actions Requiring Contracting Authority's Prior Approval 96	96
3.8 Reporting Obligations	96
3.9 Documents Prepared by the Contractor to be the Property of the Contracting Authority	96
3.10 Equipment, Vehicles and Materials Furnished by the Contracting Authority	97
3.11 Equipment and Materials Provided by the Contractors	97
4.1 General	97
4.2 Description of Personnel	97
4.3 Approval of Personnel	98
4.4 Working Hours, Overtime, Leave, etc.	98
4.5 Removal and/or Replacement of Personnel	99
4.6 Resident Project Director	99
5.1 Assistance and Exemptions	100
5.2 Access to Land	100

5.3	Change in the Applicable Law Related to Taxes and Duties	101
5.4	Services, Facilities and Property of the Contracting Authority	101
5.5	Payment	101
5.6	Counterpart Personnel	101
6.1	Cost Estimates; Ceiling Amount	102
6.2	Remuneration and Reimbursable Expenses	102
6.3	Currency of Payment	103
6.4	Mode of Billing and Payment	103
7.1	Good Faith	106
7.2	Operation of the Contract	106
8.1	Amicable Settlement	108
8.2	Dispute Resolution	108
III.	Special Conditions of Contract	109
IV.	Appendices	118

I. Form of Contract

The Southern African Development Community (SADC) Secretariat, having its principal place of business at the SADC Headquarters, Plot No. 54385, Central Business District, Private Bag 0095, Gaborone, Botswana (hereinafter referred to as the “Procuring Entity”),

and

XXXXXXXXXXXXXXXXXXXX with registered business at XXXXXXXXXXXX (hereinafter called the “Contractor”).

WHEREAS

- (a) the Contracting Authority has requested the Contractor to provide certain services as defined in this Contract (hereinafter called the “Services”);
- (b) the Contractor, having represented to the Contracting Authority that he has the required professional skills, and personnel and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract, in order of precedence:

- (a) The Special Conditions of Contract.
- (b) The General Conditions of Contract.
- (c) The following Appendices:

- Appendix A: Terms of Reference
- Appendix B: Technical Proposal
- Appendix C: Financial Proposal

2. The mutual rights and obligations of the Contracting Authority and the Contractor shall be as set forth in the Contract, in particular:

- (a) the Contractors shall carry out the Services in accordance with the provisions of the Contract; and
- (b) the Contracting Authority shall make payments to the Contractor accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of SADC Secretariat

For the Procuring Entity	
Name:	
Position:	
Place:	Gaborone
Signature:	
Date	

For and on behalf of the Consultancy Firm

For the Contractor	
Name:	
Position:	
Place:	
Signature:	
Date:	

II. General Conditions of Contract

1. GENERAL PROVISIONS

1.1 Definitions

Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

- (a) “Applicable Law” means the laws and any other instruments having the force of law in the Contracting Authority’s country, or in such other country as may be specified in the Special Conditions of Contract (SC), as they may be issued and in force from time to time.
- (b) “Contracting Authority ” means legal entity named in the SC who procures the Services described in Appendix A hereto from the Contractor.
- (c) “Contractor” means any private or public entity named in the SC that will provide the Services to the Contracting Authority under the Contract.
- (d) “Contract” means the Contract signed by the Parties and all the attached documents listed in its Clause 1, that is these General Conditions (GC), the Special Conditions (SC), and the Appendices.
- (e) “Day” means calendar day.
- (f) “Effective Date” means the date on which this Contract comes into force and effect pursuant to Clause GC 2.1.
- (h) “GC” means these General Conditions of Contract.
- (k) “Member” means any of the entities that make up the joint venture/consortium/association; and “Members” means all these entities.
- (l) “Party” means the Contracting Authority or the Contractor, as the case may be, and “Parties” means both of them.
- (m) “Personnel” means professionals and support staff provided by the Contractors or by any Sub-Contractors and assigned to perform the Services or any part thereof; “Foreign Personnel” means such professionals and support staff who at the time of being so provided had their domicile outside the Contracting Authority’s country; “Local Personnel” means such professionals and support staff who at the time of being so provided

had their domicile inside the Contracting Authority's country; and "Key Personnel" means the Personnel referred to in Clause GC 4.2(a).

- (n) "Reimbursable expenses" means all assignment-related costs other than Contractor's remuneration.
- (o) "SC" means the Special Conditions of Contract by which the GC may be amended or supplemented.
- (p) "Services" means the work to be performed by the Contractor pursuant to this Contract, as described in Appendix A hereto.
- (q) "Sub-Contractors" means any person or entity to whom/which the Contractor subcontracts any part of the Services.
- (r) "Third Party" means any person or entity other than the Contracting Authority, the Contractor, the Contractor or a Sub-Contractor.
- (s) "In writing" means communicated in written form with proof of receipt.

1.2 Relationship Between the Parties

Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Contracting Authority and the Contractor. The Contractor, subject to this Contract, has complete charge of Personnel and Sub-Contractors, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

1.3 Law Governing Contract

This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Law.

1.4 Language

This Contract has been executed in the English language which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.

1.5 Headings

The headings shall not limit, alter or affect the meaning of this Contract.

1.6 Notices

1.6.1 Any notice, request or consent required or permitted to be given or made pursuant to this Contract shall be in writing. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed,

or when sent to such Party at the address **specified in the SC.**

1.6.2 A Party may change its address for notice hereunder by giving the other Party notice in writing of such change to the address **specified in the SC.**

1.7 Location

The Services shall be performed at such locations as are specified in Appendix A hereto and, where the location of a particular task is not so specified, at such locations, whether in the Contracting Authority's country or elsewhere, as the Contracting Authority may approve.

1.8 Authority of Member in Charge

In case the Contractor consists of a joint venture/consortium/ association of more than one entity, the Members hereby authorize the entity **specified in the SC** to act on their behalf in exercising all the Contractor's rights and obligations towards the Contracting Authority under this Contract, including without limitation the receiving of instructions and payments from the Contracting Authority.

1.9 Authorized Representatives

1.9.1. Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Contracting Authority or the Contractor may be taken or executed by the officials **specified in the SC.**

1.9.2. The Contracting Authority's authorized representative shall be called Task Manager. The Task Manager may exercise the authority attributable to him/her in the **as specified in the SC.**

1.9.3. The Task Manager shall have no authority to amend the Contract.

1.9.4. The Contractor authorized representative shall be called Project Director and his/her may exercise the authority attributable to him/her in the **as specified in the SC.**

1.9.5. The either Party shall promptly inform the other of any change of their authorized representative of any change to the authority attributed to their authorized representative.

1.10 Taxes and Duties

The Contractor, Sub-Contractors and Personnel shall pay such indirect taxes, duties, fees and other impositions levied under the Applicable Law **as specified in the SC.**

1.11 Fraud and Corruption

If the Contracting Authority determines that the Contractor and/or their Sub-Contractors has engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices, in competing for or in executing the Contract, then the Contracting Authority may, after giving 14 days' notice to

the Contractor, terminate the Contractor's employment under the Contract, and the provisions of Clause 2 shall apply as if such expulsion had been made under Sub-Clause 2.9.1(d).

Should any personnel of the Contractor be determined to have engaged in corrupt, fraudulent, collusive, coercive, or obstructive practice during the execution of the Contract, then that personnel shall be removed in accordance with Sub-Clause 4.5.

1.11.1 Definitions

For the purposes of this Sub-Clause, the terms set-forth below are defined as follows:

- (i) "corrupt practice"¹¹ is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
- (ii) "fraudulent practice"¹² is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;
- (iii) "collusive practice"¹³ is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
- (iv) "coercive practice"¹⁴ is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
- (v) "obstructive practice" is
 - (aa) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a SADC Secretariat investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or

¹¹ "Another party" refers to a public official acting in relation to the selection process or contract execution. In this context, "public official" includes SADC Secretariat staff and employees of other organizations taking or reviewing procurement decisions.

¹² A "party" refers to a public official; the terms "benefit" and "obligation" relate to the selection process or contract execution; and the "act or omission" is intended to influence the selection process or contract execution.

¹³ "Parties" refers to participants in the selection process (including public officials) attempting to establish bid prices at artificial, non competitive levels.

¹⁴ A "party" refers to a participant in the selection process or contract execution.

intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or

- (bb) acts intended to materially impede the exercise of the SADC Secretariat's inspection and audit rights provided for under Clause 3.6.

1.11.2 Commissions and Fees

The Contracting Authority will require the successful Contractors to disclose any commissions or fees that may have been paid or are to be paid to agents, representatives, or commission agents with respect to the selection process or execution of the contract. The information disclosed must include at least the name and address of the agent, representative, or commission agent, the amount and currency, and the purpose of the commission or fee.

2. COMMENCEMENT, COMPLETION, MODIFICATION AND TERMINATION OF CONTRACT

- 2.1 Effectiveness of Contract** This Contract shall come into force and effect on the date (the "Effective Date") of the Contracting Authority's notice to the Contractor instructing the Contractor to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, **listed in the SC** have been met.
- 2.2 Termination of Contract for Failure to Become Effective** If this Contract has not become effective within such time period after the date of the Contract signed by the Parties as specified in the SC, either Party may, by not less than twenty one (21) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.
- 2.3 Commencement of Services** The Contractor shall begin carrying out the Services not later than the number of days after the Effective Date **specified in the SC**.
- 2.4 Expiration of Contract** Unless terminated earlier pursuant to Clause GC 2.9 hereof, this Contract shall expire at the end of such time period after the Effective Date as **specified in the SC**.
- 2.5 Entire Agreement** This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.
- 2.6 Modifications , or Variations** 2.6.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by

written agreement between the Parties. Pursuant to Clause GC 7.2 here of, however, each Party shall give due consideration to any proposals for modification or variation made by the other Party.

- 2.6.2. Substantial modifications to the contract, including modifications of the General or Special Conditions of the contract, changes in the scope or the duration of the contract, to the total contract amount and replacement of Key Experts, must be made by means of an addendum. If the request for an amendment comes from the Contractor, the latter must submit such a request to the Contracting Authority at least 30 days before the amendment is intended to enter into force, except in cases which are duly substantiated by the Contractor and accepted by the Contracting Authority.
- 2.6.3. However, where the amendment does not affect the basic purpose of the contract and, for a time based contract, the financial impact is limited to a transfer within the remuneration or between the remuneration and the provision for reimbursable expenses involving a variation of less than 15% of the original amount (or as modified by addendum) for the categories of expense where the money was taken from, the Task Manager shall have the power to order any variation to any part of the services necessary for the proper implementation of the tasks, without changing the object or scope of the contract. Such variations may include additions, omissions, substitutions, changes in quality, quantity, specified sequence, method or timing of performance of the services, changes in contact details and reporting requirements.
- 2.6.4. Prior to any administrative order for variation, the Task Manager shall notify the Contractor of the nature and form of such variation. As soon as possible, after receiving such notice, the Contractor shall submit to the Task Manager a written proposal containing:
 - (a) a description of the service to be performed or the measures to be taken and a programme for implementation of the tasks; and
 - (b) any necessary modifications to the programme of implementation of the tasks or to any of the Contractor's obligations under the contract; and
 - (c) For a time based contract, any adjustment to the contract value in accordance with the following principles:

- (1) where the task is of similar character and executed under similar conditions to an item priced in the budget breakdown the equivalent numbers of working days shall be valued at the fee rates contained therein;
- (2) where the task is not of a similar character or is not executed under similar conditions, the fee rates in the contract shall be applied to the estimated numbers of working days so far as is reasonable, failing which, a fair estimation shall be made by the Task Manager;
- (3) where a variation is necessitated by a default or breach of contract by the Contractor, any additional cost attributable to such variation shall be borne by the Contractor.

2.6.5. Following the receipt of the Contractor's proposal, the Task Manager shall decide as soon as possible whether or not the variation shall be carried out. If the Task Manager decides that the variation shall be carried out he/she shall issue the administrative order stating that the variation shall be carried out under the conditions given in the Contractor's proposal or as modified by the Task Manager in accordance with pursuant to Clause GC 2.6.4.

2.6.6. On receipt of the administrative order requesting the variation, the Contractor shall proceed to carry out the variation and be bound by these General Conditions in so doing as if such variation were stated in the contract.

2.6.7. No amendment shall be made retroactively except in cases which are duly substantiated by the Contractor and accepted by the Contracting Authority.

2.6.8. Any change to the contract which has not been made in the form of an administrative order or an addendum or in accordance with this Clause shall be considered null and void.

2.7 Force Majeure

2.7.1 Definition

- (a) For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and which makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible in the circumstances, and includes, but is not limited to, war, riots, civil disorder,

earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action (except where such strikes, lockouts or other industrial action are within the power of the Party invoking Force Majeure to prevent), confiscation or any other action by Contracting Authority agencies.

- (b) Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Sub-Contractors or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected both to take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder.
- (c) Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

2.7.2 No Breach of Contract

The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.

2.7.3 Measures to be Taken

- (a) A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.
- (b) A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.
- (c) Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.
- (d) During the period of their inability to perform the Services as a result of an event of Force Majeure, the Contractor, upon instructions by the Contracting Authority, shall either:

- (i) demobilize, in which case the Contractor shall be reimbursed for additional costs they reasonably and necessarily incurred, and, if required by the Contracting Authority, in reactivating the Services; or
 - (ii) continue with the Services to the extent possible, in which case the Contractor shall continue to be paid under the terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred.
- (e) In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clause GC 8.

2.8 Suspension

The Contracting Authority may, by written notice of suspension to the Contractor, suspend all payments to the Contractor hereunder if the Contractor fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Contractor to remedy such failure within a period not exceeding thirty (30) days after receipt by the Contractor of such notice of suspension.

2.9 Termination

2.9.1 By the Contracting Authority

The Contracting Authority may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (g) of this Clause GC 2.9.1. In such an occurrence the Contracting Authority shall give a not less than thirty (30) days' written notice of termination to the Contractors, and sixty (60) days' in case of the event referred to in (g).

- (a) If the Contractor fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GC 2.8 hereinabove, within thirty (30) days of receipt of such notice of suspension or within such further period as the Contracting Authority may have subsequently approved in writing.
- (b) If the Contractor becomes (or, if the Contractor consists of more than one entity, if any of its Members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary.

- (c) If the Contractor fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause GC 8 hereof.
- (d) If the Contractor, in the judgment of the Contracting Authority, has engaged in corrupt or fraudulent practices in competing for or in executing this Contract.
- (e) If the Contractor submits to the Contracting Authority a false statement which has a material effect on the rights, obligations or interests of the Contracting Authority.
- (f) If, as the result of Force Majeure, the Contractor is unable to perform a material portion of the Services for a period of not less than sixty (60) days.
- (g) If the Contracting Authority, in its sole discretion and for any reason whatsoever, decides to terminate this Contract.

2.9.2 By the Contractor

The Contractor may terminate this Contract, by not less than thirty (30) days' written notice to the Contracting Authority, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause GC 2.9.2.

- (a) If the Contracting Authority fails to pay any money due to the Contractor pursuant to this Contract and not subject to dispute pursuant to Clause GC 8 hereof within forty-five (45) days after receiving written notice from the Contractor that such payment is overdue.
- (b) If, as the result of Force Majeure, the Contractor is unable to perform a material portion of the Services for a period of not less than sixty (60) days.
- (c) If the Contracting Authority fails to comply with any final decision reached as a result of arbitration pursuant to Clause GC 8 hereof.
- (d) If the Contracting Authority is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Contractor may have subsequently approved in writing) following the receipt by the Contracting Authority of the Contractor's notice specifying such breach.

- 2.9.3 Cessation of Rights and Obligations** Upon termination of this Contract pursuant to Clauses GC 2.2 or GC 2.9 hereof, or upon expiration of this Contract pursuant to Clause GC 2.4 hereof, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in Clause GC 3.3 hereof, (iii) the Contractor's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GC 3.6 hereof, and (iv) any right which a Party may have under the Applicable Law.
- 2.9.4 Cessation of Services** Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GC 2.9.1 or GC 2.9.2 hereof, the Contractor shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Contractor and equipment and materials furnished by the Contracting Authority, the Contractor shall proceed as provided, respectively, by Clauses GC 3.9 or GC 3.10 hereof.
- 2.9.5 Payment upon Termination** Upon termination of this Contract pursuant to Clauses GC 2.9.1 or GC 2.9.2 hereof, the Contracting Authority shall make the following payments to the Contractor:
- (a) remuneration pursuant to Clause GC 6 hereof for Services satisfactorily performed prior to the effective date of termination, and reimbursable expenditures pursuant to Clause GC 6 hereof for expenditures actually incurred prior to the effective date of termination; and
 - (b) except in the case of termination pursuant to paragraphs (a) through (e) of Clause GC 2.9.1 hereof, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract including the cost of the return travel of the Personnel and their eligible dependents.
- 2.9.6 Disputes about Events of Termination** If either Party disputes whether an event specified in paragraphs (a) through (f) of Clause GC 2.9.1 or in Clause GC 2.9.2 hereof has occurred, such Party may, within forty-five (45) days after receipt of notice of termination from the other Party, refer the matter to Clause GC 8 hereof, and this Contract shall not be terminated on account of such event except in accordance with the terms of any resulting arbitral award.

3. OBLIGATIONS OF THE CONTRACTOR

3.1 General

3.1.1 Standard of Performance The Contractor shall perform the Services and carry out their obligations hereunder with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Contractor shall always act, in respect of any matter relating to this Contract or to the Services, as faithful adviser to the Contracting Authority, and shall at all times support and safeguard the Contracting Authority's legitimate interests in any dealings with Sub-Contractors or Third Parties.

3.1.2 Law Governing Services The Contractor shall perform the Services in accordance with the Applicable Law and shall take all practicable steps to ensure that any Sub-Contractors, as well as the Personnel of the Contractor and any Sub-Contractors, comply with the Applicable Law. The Contracting Authority shall notify the Contractor in writing of relevant local customs, and the Contractor shall, after such notification, respect such customs.

3.2 Conflict of Interests

The Contractor shall hold the Contracting Authority's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.

3.2.1 Contractor Not to Benefit from Commissions, Discounts, etc. (a) The payment of the Contractor pursuant to Clause GC 6 hereof shall constitute the Contractor's only payment in connection with this Contract and, subject to Clause GC 3.2.2 hereof, the Contractor shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations hereunder, and the Contractor shall use its best efforts to ensure that any Sub-Contractors, as well as the Personnel and agents of either of them, similarly shall not receive any such additional payment.

(b) Furthermore, if the Contractor, as part of the Services, has the responsibility of advising the Contracting Authority on the procurement of goods, works or services, the Contractor shall comply with the Bank's applicable procurement guidelines, and shall at all times exercise such responsibility in the best interest of the Contracting Authority. Any discounts or commissions obtained by the Contractor in the exercise of such procurement

responsibility shall be for the account of the Contracting Authority.

- 3.2.2 Contractor and Affiliates Not to Engage in Certain Activities** The Contractor agrees that, during the term of this Contract and after its termination, the Contractor and any entity affiliated with the Contractor, as well as any Sub-Contractors and any entity affiliated with such Sub-Contractors, shall be disqualified from providing goods, works or services (other than consulting services) resulting from or directly related to the Contractor's Services for the preparation or implementation of the project.
- 3.2.3 Prohibition of Conflicting Activities** The Contractor shall not engage, and shall cause their Personnel as well as their Sub-Contractors and their Personnel not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.
- 3.3 Confidentiality** Except with the prior written consent of the Contracting Authority, the Contractor and the Personnel shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Contractor and the Personnel make public the recommendations formulated in the course of, or as a result of, the Services.
- 3.4 Liability of the Contractor** Subject to additional provisions, if any, set forth in the SC, the Contractors' liability under this Contract shall be provided by the Applicable Law.
- 3.5 Insurance to be Taken out by the Contractor** The Contractor (i) shall take out and maintain, and shall cause any Sub-Contractors to take out and maintain, at their (or the Sub-Contractors', as the case may be) own cost but on terms and conditions approved by the Contracting Authority, insurance against the risks, and for the coverages specified in the SC, and (ii) at the Contracting Authority's request, shall provide evidence to the Contracting Authority showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid.
- 3.6 Accounting, Inspection and Auditing** The Contractor shall permit the SADC Secretariat and/or persons appointed by the SADC Secretariat to inspect its accounts and records as well as those of its Sub-Contractors relating to the performance of the Contract, and to have such accounts and records audited by auditors appointed by the SADC Secretariat if required by the SADC Secretariat. The Contractor's attention is drawn to Clause 1.11.1 which provides, inter alia, that acts intended to materially impede the exercise of the SADC Secretariat's inspection and audit rights provided for under Clause 3.6 constitute a prohibited practice subject to

contract termination (as well as to a determination of ineligibility under the Contractor Guidelines).

3.7 Contractor's Actions Requiring Contracting Authority's Prior Approval

The Contractor shall obtain the Contracting Authority's prior approval in writing before taking any of the following actions:

- (a) Any change or addition to the Personnel listed in Appendix B.
- (b) Subcontracts: the Contractor may subcontract work relating to the Services to an extent and with such experts and entities as may be approved in advance by the Contracting Authority. Notwithstanding such approval, the Contractor shall retain full responsibility for the Services. In the event that any Sub-Contractors are found by the Contracting Authority to be incompetent or incapable in discharging assigned duties, the Contracting Authority may request the Contractor to provide a replacement, with qualifications and experience acceptable to the Contracting Authority, or to resume the performance of the Services itself.
- (c) Any other action that may be specified **in the SC**.

3.8 Reporting Obligations

The Contractor shall submit to the Contracting Authority the reports and documents specified in Appendix A hereto, in the form, in the numbers and within the time periods set forth in the said Appendix. Final reports shall be delivered in CD ROM in addition to the hard copies specified in said Appendix.

3.9 Documents Prepared by the Contractor to be the Property of the Contracting Authority

All plans, drawings, specifications, designs, reports, other documents and software prepared by the Contractor for the Contracting Authority under this Contract shall become and remain the property of the Contracting Authority, and the Contractor shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Contracting Authority, together with a detailed inventory thereof. The Contractor may retain a copy of such documents and software, and use such software for their own use with prior written approval of the Contracting Authority. If license agreements are necessary or appropriate between the Contractor and third parties for purposes of development of any such computer programs, the Contractor shall obtain the Contracting Authority's prior written approval to such agreements, and the Contracting Authority shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, **shall be specified in the SC**.

- 3.10 Equipment, Vehicles and Materials Furnished by the Contracting Authority** Equipment, vehicles and materials made available to the Contractor by the Contracting Authority, or purchased by the Contractor wholly or partly with funds provided by the Contracting Authority, shall be the property of the Contracting Authority and shall be marked accordingly. Upon termination or expiration of this Contract, the Contractor shall make available to the Contracting Authority an inventory of such equipment, vehicles and materials and shall dispose of such equipment and materials in accordance with the Contracting Authority's instructions. While in possession of such equipment, vehicles and materials, the Contractor, unless otherwise instructed by the Contracting Authority in writing, shall insure them at the expense of the Contracting Authority in an amount equal to their full replacement value.
- 3.11 Equipment and Materials Provided by the Contractors** Equipment or materials brought into the Contracting Authority's country by the Contractor and the Personnel and used either for the Project or personal use shall remain the property of the Contractor or the Personnel concerned, as applicable.
- 3.12 Liability for Personal Data Breach**
- 3.12.1 The Contractor shall indemnify or hold harmless, the Contracting Authority, from and against all loss, costs, harm, claims, fines, group actions, liabilities, damages, expenses (including legal fees) suffered or incurred by the Contracting Authority or for which the Contracting Authority may become liable due to any failure by the Contractor or its personnel to lawfully process Personal Data under the Contract.
- 3.12.2 The aggregate liability of the Contractor in respect of the indemnity set out in Paragraph 3.12.1 above shall in no event exceed the total Contract Price.
- 3.12.3 The Contractor shall adhere to data protection requirements as set forth in the SCC.

4. CONTRACTORS' PERSONNEL AND SUB-CONTRACTORS

- 4.1 General** The Contractor shall employ and provide such qualified and experienced Personnel and Sub-Contractors as are required to carry out the Services.
- 4.2 Description of Personnel**
- (a) The title, agreed job description, minimum qualification and estimated period of engagement in the carrying out of the Services of each of the Contractor's Key Personnel are described in Appendix B. If any of the Key Personnel has already been approved by the Contracting Authority, his/her name is listed as well.
- (b) If required to comply with the provisions of Clause GC 3.1.1 hereof, adjustments with respect to the estimated

periods of engagement of Key Personnel set forth in Appendix B may be made by the Contractor by written notice to the Contracting Authority, provided (i) that such adjustments shall not alter the originally estimated period of engagement of any individual by more than 10% or one week, whichever is larger, and (ii) that the aggregate of such adjustments shall not cause payments under this Contract to exceed the ceilings set forth in Clause GC 6.1(b) of this Contract. Any other such adjustments shall only be made with the Contracting Authority's written approval.

- (c) If additional work is required beyond the scope of the Services specified in Appendix A, the estimated periods of engagement of Key Personnel set forth in Appendix B may be increased by agreement in writing between the Contracting Authority and the Contractor. In case where payments under this Contract exceed the ceilings set forth in Clause GC 6.1(b) of this Contract, this will be explicitly mentioned in the agreement.

4.3 Approval of Personnel

The Key Personnel and Sub-Contractors listed by title as well as by name in Appendix B are hereby approved by the Contracting Authority. In respect of other Personnel which the Contractor proposes to use in the carrying out of the Services, the Contractor shall submit to the Contracting Authority for review and approval a copy of their Curricula Vitae (CVs). If the Contracting Authority does not object in writing (stating the reasons for the objection) within twenty-one (21) days from the date of receipt of such CVs, such Personnel shall be deemed to have been approved by the Contracting Authority.

4.4 Working Hours, Overtime, Leave, etc.

- (a) Working hours and holidays for Key Personnel are set forth in Appendix B hereto. To account for travel time, Foreign Personnel carrying out Services inside the Contracting Authority's country shall be deemed to have commenced, or finished work in respect of the Services such number of days before their arrival in, or after their departure from the Contracting Authority's country as is specified in Appendix B hereto.
- (b) The Key Personnel shall not be entitled to be paid for overtime nor to take paid sick leave or vacation leave except as specified in Appendix B hereto, and except as specified in such Appendix, the Contractor's remuneration shall be deemed to cover these items. All leave to be allowed to the Personnel is included in the staff-months of service set forth in Appendix B. Any taking of leave by Personnel shall be subject to the prior approval by the Contractor who shall ensure that absence

for leave purposes will not delay the progress and adequate supervision of the Services.

4.5 Removal and/or Replacement of Personnel

- (a) Except as the Contracting Authority may otherwise agree, no changes shall be made in the Personnel. If, for any reason beyond the reasonable control of the Contractor, such as retirement, death, medical incapacity, among others, it becomes necessary to replace any of the Personnel, the Contractor shall forthwith provide as a replacement a person of equivalent or better qualifications.
- (b) If the Contracting Authority (i) finds that any of the Personnel has committed serious misconduct or has been charged with having committed a criminal action, or (ii) has reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Contractor shall, at the Contracting Authority's written request specifying the grounds therefore, forthwith provide as a replacement a person with qualifications and experience acceptable to the Contracting Authority.
- (c) Any of the Personnel provided as a replacement under Clauses (a) and (b) above, as well as any reimbursable expenditures (including expenditures due to the number of eligible dependents) the Contractors may wish to claim as a result of such replacement, shall be subject to the prior written approval by the Contracting Authority. The rate of remuneration applicable to a replacement person will be obtained by multiplying the rate of remuneration applicable to the replaced person by the ratio between the monthly salary to be effectively paid to the replacement person and the average salary effectively paid to the replaced person in the period of six months prior to the date of replacement. Except as the Contracting Authority may otherwise agree, (i) the Contractor shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement, and (ii) the remuneration to be paid for any of the Personnel provided as a replacement shall not exceed the remuneration which would have been payable to the Personnel replaced.

4.6 Resident Project Director

If required by the SC, the Contractor shall ensure that at all times during the Contractor's performance of the Services in the Contracting Authority's country a resident Project Director, acceptable to the Contracting Authority, shall take charge of the performance of such Services.

5. OBLIGATIONS OF THE CONTRACTING AUTHORITY

- 5.1 Assistance and Exemptions** Unless otherwise specified in the **SC**, the Contracting Authority shall use its best efforts to ensure that the Contracting Authority shall:
- (a) Provide the Contractor, Sub-Contractors and Personnel with work permits and such other documents as shall be necessary to enable the Contractor, Sub-Contractors or Personnel to perform the Services.
 - (b) Arrange for the Personnel and, if appropriate, their eligible dependents to be provided promptly with all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in the Contracting Authority's country.
 - (c) Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Personnel and their eligible dependents.
 - (d) Issue to officials, agents and representatives of the Contracting Authority all such instructions as may be necessary or appropriate for the prompt and effective implementation of the Services.
 - (e) Exempt the Contractor and the Personnel and any Sub-Contractors employed by the Contractor for the Services from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity according to the Applicable Law.
 - (f) Grant to the Contractor, any Sub-Contractors and the Personnel of either of them the privilege, pursuant to the Applicable Law, of bringing into the Contracting Authority's country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Personnel and their dependents and of withdrawing any such amounts as may be earned therein by the Personnel in the execution of the Services.
 - (g) Provide to the Contractor, Sub-Contractors and Personnel any such other assistance as may be **specified in the SC**.
- 5.2 Access to Land** The Contracting Authority warrants that the Contractor shall have, free of charge, unimpeded access to all land in the Contracting Authority's country in respect of which access is required for the performance of the Services. The Contracting Authority will be responsible for any damage to such land or any property thereon resulting from such access and will

indemnify the Contractor and each of the Personnel in respect of liability for any such damage, unless such damage is caused by the default or negligence of the Contractor or any Sub-Contractors or the Personnel of either of them.

5.3 Change in the Applicable Law Related to Taxes and Duties

If, after the date of this Contract, there is any change in the Applicable Law with respect to taxes and duties which increases or decreases the cost incurred by the Contractor in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Contractor under this Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the ceiling amounts specified in Clause GC 6.1(b).

5.4 Services, Facilities and Property of the Contracting Authority

(a) The Contracting Authority shall make available to the Contractor and the Personnel, for the purposes of the Services and free of any charge, the services, facilities and property described in Appendix A at the times and in the manner specified in said Appendix A.

(b) In case that such services, facilities and property shall not be made available to the Contractor as and when specified in Appendix A, the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Contractor for the performance of the Services, (ii) the manner in which the Contractor shall procure any such services, facilities and property from other sources, and (iii) the additional payments, if any, to be made to the Contractor as a result thereof pursuant to Clause GC 6.1(c) hereinafter.

5.5 Payment

In consideration of the Services performed by the Contractor under this Contract, the Contracting Authority shall make to the Contractor such payments and in such manner as is provided by Clause GC 6 of this Contract.

5.6 Counterpart Personnel

(a) The Contracting Authority shall make available to the Contractor free of charge such professional and support counterpart personnel, to be nominated by the Contracting Authority with the Contractor's advice, if specified in Appendix A.

(b) If counterpart personnel are not provided by the Contracting Authority to the Contractor as and when specified in Appendix A, the Contracting Authority and the Contractor shall agree on (i) how the affected part of the Services shall be carried out, and (ii) the additional payments, if any, to be made by the Contracting Authority

to the Contractor as a result thereof pursuant to Clause GC 6.1(c) hereof.

- (c) Professional and support counterpart personnel, excluding Contracting Authority's liaison personnel, shall work under the exclusive direction of the Contractor. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Contractor that is consistent with the position occupied by such member, the Contractor may request the replacement of such member, and the Contracting Authority shall not unreasonably refuse to act upon such request.

6. PAYMENTS TO THE CONTRACTOR

6.1 Cost Estimates; Ceiling Amount

- (a) An estimate of the cost of the Services payable in US Dollars is set forth in Appendix C.
- (b) Except as may be otherwise agreed under Clause GC 2.6 and subject to Clause GC 6.1(c), payments under this Contract shall not exceed the ceiling **specified in the SC.**
- (c) Notwithstanding Clause GC 6.1(b) hereof, if pursuant to any of the Clauses GC 5.3, 5.4 or 5.6 hereof, the Parties shall agree that additional payments shall be made to the Contractor in order to cover any necessary additional expenditures not envisaged in the cost estimates referred to in Clause GC 6.1(a) above, the ceiling or ceilings, as the case may be, set forth in Clause GC 6.1(b) above shall be increased by the amount or amounts, as the case may be, of any such additional payments.

6.2 Remuneration and Reimbursable Expenses

Option 1: Global Price Contracts

Subject to the ceilings specified in Clause GC 6.1(b) hereof, the Contracting Authority shall pay to the Contractor, in fix instalments, (i) the remuneration as set forth in SC hereunder, and (ii) the reimbursable expenses as set forth in Clause SC hereunder, based on the following Schedule stated in SC.

Unless otherwise specified in the SC, the remuneration shall be fixed for the duration of the Contract.

Option 2: Fee Based Contracts

- (a) Subject to the ceilings specified in Clause GC 6.1(b) hereof, the Contracting Authority shall pay to the Contractor (i) remuneration as set forth in Clause GC 6.2(b) hereunder, and (ii) reimbursable expenses as set forth in Clause GC 6.2(c) hereunder. Unless otherwise **specified in the SC**, said remuneration shall be fixed for the duration of the Contract.
- (b) Payment for the Personnel shall be determined on the basis of time actually spent by such Personnel in the performance of the Services after the date determined in accordance with Clause GC 2.3 and **Clause SC 2.3** (or such other date as the Parties shall agree in writing), at the rates referred to in Appendix C to this Contract, and subject to price adjustment, if any, **specified in SC**.
- (c) Reimbursable expenses actually and reasonably incurred by the Contractor in the performance of the Services and identified in Appendix C of this Contract, shall not exceed the ceiling **specified in SC**.
- (d) The remuneration rates referred to under paragraph (b) here above shall cover: (i) such salaries and allowances as the Contractor shall have agreed to pay to the Personnel as well as factors for social charges and overhead (bonuses or other means of profit-sharing shall not be allowed as an element of overhead), (ii) the cost of backstopping by home office staff not included in the Personnel listed in Appendix B, and (iii) the Contractor's fee.
- (e) Any rates specified for Personnel not yet appointed shall be provisional and shall be subject to revision, with the written approval of the Contracting Authority, once the applicable salaries and allowances are known.
- (f) Payments for periods of less than one month shall be calculated on an hourly basis for actual time spent in the Contractor's home office and directly attributable to the Services (one hour being equivalent to 1/176th of a month) and on a calendar-day basis for time spent away from home office (one day being equivalent to 1/30th of a month).

6.3 Currency of Payment

All payments shall be made in US Dollars.

6.4 Mode of Billing and Payment

Billings and payments in respect of the Services shall be made as follows:

Option 1: Global Price Contracts

- (a) All payments under this Contract shall be made to the accounts of the Contractor **specified in the SC.**
- (b) Within the number of days after the Effective Date specified in the SC, the Contracting Authority shall cause to be paid to the Contractor advance payments as **specified in the SC.** When the SC indicate advance payment, this will be due after provision by the Contractor to the Contracting Authority of an advance payment guarantee acceptable to the Contracting Authority in an amount (or amounts) and in a currency specified in the SC. Such guarantee (i) to remain effective until the advance payment has been fully set off, and (ii) to be in the form set forth in Appendix D hereto, or in such other form as the Contracting Authority shall have approved in writing. The advance payments will be set off by the Contracting Authority in equal instalments against the statements for the number of months of the Services specified in the SC until said advance payments have been fully set off.
- (c) The payments shall be done within thirty (30) days upon receipt of the original invoice accompanied by the supporting documents to demonstrate the acceptance by the Contracting Authority of the Contractor deliverable which the payment is tight upon.

Option 2: Fee Based Contracts

- (a) All payments under this Contract shall be made to the accounts of the Contractor **specified in the SC.**
- (b) Within the number of days after the Effective Date specified in the SC, the Contracting Authority shall cause to be paid to the Contractor advance payments as **specified in the SC.** When the SC indicate advance payment, this will be due after provision by the Contractor to the Contracting Authority of an advance payment guarantee acceptable to the Contracting Authority in an amount (or amounts) and in a currency **specified in the SC.** Such guarantee (i) to remain effective until the advance payment has been fully set off, and (ii) to be in the form set forth in Appendix D hereto, or in such other form as the Contracting Authority shall have approved in writing. The advance payments will be set off by the Contracting Authority in equal installments against the statements for the number of months of the Services **specified in the SC** until said advance payments have been fully set off.

- (c) As soon as practicable and not later than fifteen (15) days after the end of each calendar month during the period of the Services, or after the end of each time intervals **otherwise indicated in the SC**, the Contractor shall submit to the Contracting Authority, in duplicate, itemized statements, accompanied by copies of invoices, vouchers and other appropriate supporting materials, of the amounts payable pursuant to Clauses GC 6.3 and GC 6.4 for such month, or any other period indicated in the SC. Separate statements shall be submitted in respect of amounts payable in foreign currency and in local currency. Each statement shall distinguish that portion of the total eligible costs which pertains to remuneration from that portion which pertains to reimbursable expenses.
- (d) The Contracting Authority shall pay the Contractor's statements within sixty (60) days after the receipt by the Contracting Authority of such statements with supporting documents. Only such portion of a statement that is not satisfactorily supported may be withheld from payment. Should any discrepancy be found to exist between actual payment and costs authorized to be incurred by the Contractor, the Contracting Authority may add or subtract the difference from any subsequent payments. Interest at the annual rate **specified in the SC** shall become payable as from the above due date on any amount due by, but not paid on, such due date.
- (e) The final payment under this Clause shall be made only after the final report and a final statement, identified as such, shall have been submitted by the Contractor and approved as satisfactory by the Contracting Authority. The Services shall be deemed completed and finally accepted by the Contracting Authority and the final report and final statement shall be deemed approved by the Contracting Authority as satisfactory ninety (90) calendar days after receipt of the final report and final statement by the Contracting Authority unless the Contracting Authority, within such ninety (90) day period, gives written notice to the Contractor specifying in detail deficiencies in the Services, the final report or final statement. The Contractor shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. Any amount, which the Contracting Authority has paid or caused to be paid in accordance with this Clause in excess of the amounts actually payable in accordance with the provisions of this Contract, shall be reimbursed by the Contractor to

the Contracting Authority within thirty (30) days after receipt by the Contractor of notice thereof. Any such claim by the Contracting Authority for reimbursement must be made within twelve (12) calendar months after receipt by the Contracting Authority of a final report and a final statement approved by the Contracting Authority in accordance with the above.

- (f) Payments in respect of remuneration or reimbursable expenses, which exceed the cost estimates for these items as set forth in Appendices D, may be charged to the respective contingencies only if such expenditures were approved by the Contracting Authority prior to being incurred.
- (g) With the exception of the final payment under (d) above, payments do not constitute acceptance of the Services nor relieve the Contractor of any obligations hereunder.

7. FAIRNESS, GOOD FAITH AND NON-WAIVER

7.1 Good Faith

The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

7.2 Operation of the Contract

The Parties recognize that it is impractical in this Contract to provide for every contingency which may arise during the life of the Contract, and the Parties hereby agree that it is their intention that this Contract shall operate fairly as between them, and without detriment to the interest of either of them, and that, if during the term of this Contract either Party believes that this Contract is operating unfairly, the Parties will use their best efforts to agree on such action as may be necessary to remove the cause or causes of such unfairness, but no failure to agree on any action pursuant to this Clause shall give rise to a dispute subject to arbitration in accordance with Clause GC 8 hereof.

7.3 Non waiver

Non waiver means that:

- (a) No relaxation, forbearance, delay, or indulgence by either party in enforcing any of the terms and conditions of the Contract or the granting of time by either party to the other shall prejudice, affect, or restrict the rights of that party under the Contract, neither shall any waiver by either party of any breach of Contract operate as

waiver of any subsequent or continuing breach of Contract.

- (b) Any waiver of a party's rights, powers, or remedies under the Contract must be in writing, dated, and signed by an authorized representative of the party granting such waiver, and must specify the right and the extent to which it is being waived.

8.1.

8. FINANCIAL GUARANTEE (Advance Payment Guarantee)

Unless otherwise provided for in the Special Conditions, the Contractor shall provide a financial guarantee for the full amount of the pre-financing payment. The financial guarantee shall be in the format provided for in the contract and may be provided in the form of a bank guarantee, a banker's draft, a certified cheque, a bond provided by an insurance and/or bonding company, an irrevocable letter of credit or a cash deposit made with the Contracting Authority. If the financial guarantee is to be provided in the form of a bank guarantee, a banker's draft, a certified cheque or a bond it shall be issued by a bank or bonding and/or insurance company approved by the Contracting Authority. This financial guarantee shall remain valid until it is released by the Contracting Authority as appropriate. Where the Contractor is a public body the obligation for a financial guarantee may be waived depending on a risk assessment made.

The financial guarantee shall be provided on the letterhead of the financial institution using the template provided in Appendix D.

Should the financial guarantee cease to be valid and the Contractor fail to re-validate it, either a deduction equal to the amount of the pre-financing may be made by the Contracting Authority from future payments due to the Contractor under the contract, or the Contracting Authority shall give formal notice to the Contractor to provide a new guarantee on the same terms as the previous one. Should the Contractor fail to provide a new guarantee, the Contracting Authority may terminate the contract giving 30 days notice.

If the contract is terminated for any reason whatsoever, the financial guarantee may be invoked forthwith in order to repay any balance still owed to the Contracting Authority by the Contractor, and the guarantor shall not delay payment or raise objection for any reason whatsoever.

For fee-based contracts, the financial guarantee shall be released when the advance is reimbursed according to article 6.4 (option two).

For global price contracts, (i) if the contract is not divided between different outputs that the Contracting Authority can approve independently, or has a duration of less than two years, the advance guarantee shall remain in force until the final payment has been made and (ii) if the contract has a duration of at least two years and if the budget is divided between different outputs that the Contracting Authority can approve independently, the guarantee shall be released when the pre financing is reimbursed in accordance with article 6.4.

9. SETTLEMENT OF DISPUTES

9.1 Amicable Settlement

If either Party objects to any action or inaction of the other Party, the objecting Party may file a written Notice of Dispute to the other Party providing in detail the basis of the dispute. The Party receiving the Notice of Dispute will consider it and respond in writing within 14 days after receipt. If that Party fails to respond within 14 days, or the dispute cannot be amicably settled within 14 days following the response of that Party, Clause GC 8.2 shall apply.

9.2 Dispute Resolution

Any dispute between the Parties as to matters arising pursuant to this Contract that cannot be settled amicably according to Clause GC 8.1 may be submitted by either Party for settlement in accordance with the provisions **specified in the SC**.

III. Special Conditions of Contract

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1(a)	Applicable law is the one of Botswana.
1.1 (b)	The Contracting Authority is: SADC Secretariat
1.1 (c)	The Contractor is:
1.6	<p>The addresses are:</p> <p>Contracting Authority SADC Secretariat CBD Plot 54385 Gaborone Botswana Phone: +2673951863</p> <p>Contractor: Attention: Phone:</p>
1.8	The Member-in-charge authorized to act on behalf of the Joint Venture / Consortium / Association is:
1.9.1	<p>The Authorized Representatives are:</p> <p>For the Contracting Authority:</p> <p>The Task Manager is:</p> <p>The alternate Task Managers are:</p> <p>For the Contractor:</p> <p>The Project Director is:</p>
1.9.2	<p>The Contracting Authority delegates to the Task Manager the following authority under this Contract:</p> <p><i>The Task manager shall be the first point of contact for operational implementation and shall oversee operational implementation on a day-to-day basis. The Task Manager will approve reports submitted by the Contractor, approve</i></p>

	<p><i>invoices, provide technical guidance on programme implementation.</i></p> <p><i>The Alternate Task Managers shall be the point of contact for operational implementation in the absence of the Task Manager.</i></p>
1.9.4	The Contractor delegates the Project Director the following authority under this Contract: <i>[list the authority of the Project]</i>
1.10	Taxes and Duties: It is the responsibility of the Contractor to ensure that they familiarize themselves with the relevant tax regulations in their home country and in Botswana. The Contractor, its sub-contractors and its personnel shall be liable for all applicable taxes.
2.1	The effective date of this contract is the date of its signing by the last Party.
2.3	Commencement of services is expected to start within 10 days of the effective date of the contract.
2.4	The duration of the contract is 17 months
3.4	<p>3.4 Limitation of the Contractors' Liability towards the Contracting Authority</p> <p>(a) Except in case of gross negligence or willful misconduct on the part of the Contractors or on the part of any person or firm acting on behalf of the Contractors in carrying out the Services, the Contractors, with respect to damage caused by the Contractors to the Contracting Authority's property, shall not be liable to the Contracting Authority:</p> <p>(i) for any indirect or consequential loss or damage; and</p> <p>(ii) for any direct loss or damage that exceeds by 2 times the total value of the Contract.</p> <p>(b) This limitation of liability shall not affect the Contractors' liability, if any, for damage to Third Parties caused by the Contractors or any person or firm acting on behalf of the Contractors in carrying out the Services.</p>
3.5	The risks and the coverage shall be as follows:

	<p>(a) Third Party motor vehicle liability insurance in respect of motor vehicles operated in the Contracting Authority's country by the Contractor or its Personnel or any Sub-Contractors or their Personnel, with a minimum coverage of <i>US\$5,000</i></p> <p>(b) Third Party liability insurance, with a minimum coverage of <i>US\$5,000</i>;</p> <p>(c) professional liability insurance, with a minimum coverage of <i>US\$50,000</i></p> <p>(d) employer's liability and workers' compensation insurance in respect of the Personnel of the Contractor and of any Sub-Contractors, in accordance with the relevant provisions of the Applicable Law, as well as, with respect to such Personnel, any such life, health, accident, travel or other insurance as may be appropriate; and</p> <p>(e) insurance against loss of or damage to (i) equipment purchased in whole or in part with funds provided under this Contract, (ii) the Contractor's property used in the performance of the Services, and (iii) any documents prepared by the Contractor in the performance of the Services.</p>
3.9	The Contractor shall not use these documents and software for purposes unrelated to this Contract without the prior written approval of the SADC Secretariat.
5.1 (a) (b) (c) (e) (f)	GCC 5.1(a) (b) (c) (e) (f) is replaced by "The Contracting Authority shall use its best efforts to assist the Contractor to obtain, where necessary, from the responsible Government Authority in Contracting Authority's country the required permits or approvals.

3.12.3	<p>3.12.3 Processing of Personal Data</p> <p>3.12.3.1 For the avoidance of doubt, references to the term Personal Data shall only apply to Personal Data processed in the course of the performance of the obligations imposed on the Contractor pursuant to or under the Contract.</p> <p>3.12.3.2 The Contractor shall:</p> <ul style="list-style-type: none">(a) process Personal Data provided by the Contracting Authority for fulfilling specific obligations and instructions from the Contracting Authority as set out in the Contract.(b) comply with all Applicable Data Protection Law when Processing Personal Data.(c) not utilize Personal Data transferred to it by the Contracting Authority for any other purpose than provided in the Contract.(d) keep the Personal Data confidential and not disclose it to third parties or in any other way use the Personal Data in contravention of the provisions of the Contract; and(e) ensure that any of its personnel, agent, or sub-contractor who may have access to the Personal Data, commit themselves to confidentiality of the Personal Data processed under the Contract unless they are under an appropriate statutory obligation of confidentiality. <p>3.12.3.3 Data Subject Rights</p> <p>3.12.3.3.1 The Contractor shall assist the Contracting Authority by implementing appropriate technical and organisational measures for the fulfilment of the Contracting Authority's obligations to respond to requests by Data Subjects in respect of Personal Data.</p> <p>3.12.3.3.2 The Contractor shall:</p> <ul style="list-style-type: none">(a) promptly notify the Contracting Authority if it receives a request from a Data Subject in respect of the Personal Data.(b) ensure that it does not respond to any request except on the documented instructions of the Contracting Authority.(c) promptly notify the Contracting Authority if it receives any communication from any Supervisory or Regulatory Authority in connection with the Personal Data; and(d) promptly notify the Contracting Authority if it receives a request from any third party for disclosure of Personal
---------------	---

	<p>Data where compliance with such request is required or purported to be required by law.</p> <p>3.12.3.3.4 Transfer of Personal Data</p> <p>3.12.3.3.4.1 The Contractor shall not transfer or authorise the transfer of Personal Data outside the country of the Contracting Authority without prior written authorisation of the Contracting Authority.</p> <p>3.12.3.3.4.2 Subject to clause SC 3.12.3.3.4.1 above, Personal Data may only be transferred to a jurisdiction or international organisation that ensures adequate level of protection. If Personal Data processed under the Contract is transferred outside of the country of the Contracting Authority, the Contractor as Data Processor shall ensure that there are appropriate safeguards to protect the Personal Data.</p> <p>3.12.3.3.4.3 The Contractor shall ensure the following before transferring Personal Data:</p> <ul style="list-style-type: none">(a) the party receiving the Personal Data will apply a protection level equivalent to or higher than the measures set out in the Applicable Data Protection Laws.(b) the party receiving the Personal Data has appropriate safeguards if the third country does not provide adequate level of protection.(c) processing of Personal Data by the party receiving it is restricted to the purpose authorised by the Contracting Authority; and(d) the transfer of Personal Data is compatible with the reasonable expectations of the Data Subject. <p>3.12.3.3.5 Information Security</p> <p>3.12.3.3.5.1 The Contractor must implement all appropriate technical and organisational measures necessary to ensure a level of security as required under the SADC Protection of Personal Data Policy and Applicable Law.</p> <p>3.12.3.3.5.2 The Contractor undertakes to inform the Contracting Authority of the technical and organisational measures it will implement to protect the Personal Data processed on behalf of the Contracting Authority.</p>
--	---

	<p>3.12.3.3.5.3 The Contractor must inform the Contracting Authority of any changes that could affect the protection of Personal Data before implementing such changes.</p> <p>3.12.3.3.6 Personal Data Breach</p> <p>3.12.3.3.6.1 The Contractor must immediately notify the Contracting Authority of any security compromise or data breach which involves Personal Data.</p> <p>3.12.3.3.6.2 The Personal Data breach notification from the Contractor must provide sufficient information to allow the Contracting Authority to meet any obligations or to report or inform the affected Data Subjects.</p> <p>3.12.3.3.6.3 The notification must provide the following information:</p> <ul style="list-style-type: none">(a) a description of the nature of the data breach.<ul style="list-style-type: none">(i) a list of Data Subjects affected; and(ii) the security measures implemented or to be implemented to address the data breach.(b) The Contractor shall cooperate with the Contracting Authority and take reasonable steps as directed by the Contracting Authority to assist the investigation, mitigation, and remediation of such Personal Data breach. <p>3.12.3.3.7 Records</p> <p>3.12.3.3.7.1 The Contractor shall maintain complete, accurate and up-to-date written records of all Data Processing carried out under or in connection with the Contract.</p> <p>3.12.3.3.7.2 The records maintained by the Contractor shall contain the following information:</p>
--	--

	<p>(a) the name and contact details of the Contractor's representative or the Data Protection Officer, if any;</p> <p>(b) the categories of Data Processing carried out on behalf of the Contracting Authority;</p> <p>(c) where applicable, details of any transfers of Personal Data, including the identity of the recipient of such transferred Personal Data and the countries to which such Personal Data is transferred together with details of the appropriate safeguards put in place; and</p> <p>(d) a general description of the security measures implemented by the Contractor.</p> <p>3.12.3.3.8 Sub-Processing The Contractor shall ensure that any Sub-Contractors processing Personal Data shall do so lawfully and in line with this Clause, where applicable.</p> <p>3.12.3.3.9 Deletion or Return of Personal Data 3.12.3.3.9.1 Upon the expiration of the Contract, or termination of the Contract pursuant to Clause GC 30, the Contractor shall immediately cease processing Personal Data under its possession or control. 3.12.3.3.9.2 Within 10 (ten) days following the date of expiration or termination of the Contract, the Contractor shall, at the written direction of the Contracting Authority, securely return or delete Personal Data including any copies of it. 3.12.3.3.9.3 The Contractor shall provide the Contracting Authority with written certification that it has fully complied with the provisions of this Clause. 3.12.3.3.9.4 If the Contractor is required by law to retain the Personal Data, the Contractor shall advise the Contracting Authority accordingly.</p>
6.1(b)	The contract ceiling in US\$
6.2	<p>Global Price Contract</p> <p>6.2 (i) The payment schedule is the following: Payment schedule is related to reports and their approvals, as follows:</p> <ul style="list-style-type: none"> • 10% of the contract price shall be paid upon submission and approval of Inception Report and Acceptance of System Requirements Specifications

	<ul style="list-style-type: none"> • 20% of the contract price shall be paid upon submission and acceptance of the Beta Version of the system. • 25% of the contract price shall be paid upon submission and acceptance of the Final version of the system. • 20% of the contract price shall be paid upon successful deployment of the system on the production server. • 25% of the contract price shall be paid upon submission and acceptance of the go-live and the Final Report 												
6.4(a)	<p>The payments will be made into the following account:</p> <table border="1" data-bbox="517 763 1382 987"> <tr> <td>Account Name</td> <td></td> </tr> <tr> <td>Account Number</td> <td></td> </tr> <tr> <td>Bank Name</td> <td></td> </tr> <tr> <td>Bank Branch</td> <td></td> </tr> <tr> <td>Bank Sort Code</td> <td></td> </tr> <tr> <td>Currency</td> <td></td> </tr> </table>	Account Name		Account Number		Bank Name		Bank Branch		Bank Sort Code		Currency	
Account Name													
Account Number													
Bank Name													
Bank Branch													
Bank Sort Code													
Currency													
6.4(b)	There is no advance payment under this contract.												
9.2	<p>Disputes shall be settled by negotiation and arbitration in accordance with the following provisions:</p> <p>(a) 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.</p> <p>(b) In the event that, through negotiation, the parties fail to resolve a dispute arising from the conclusion, interpretation, implementation or termination of the contract, the parties shall settle the dispute by arbitration.</p> <p>(c) The arbitral tribunal shall consist of three arbitrators. Each party to the dispute shall appoint one arbitrator. The two arbitrators so appointed shall appoint the third arbitrator, who shall be the Chairperson. If within 15 days of receipt of the request for arbitration either party has not appointed an arbitrator, or if within 7 days of the appointment of the two arbitrators the third arbitrator has not been appointed, either party may request an appointing authority agreed by the parties to appoint an arbitrator.</p> <p>(d) If no appointing authority has been agreed upon by the parties, or if the appointing authority agreed upon refuses to act or fails to appoint the arbitrator within 30 days of the receipt of a party's request, either party may request</p>												

	<p>the Chairman of the Botswana Institute of Arbitrators to appoint a sole arbitrator.</p> <p>(e) The appointing authority shall, at the request of one of the parties, appoint the sole arbitrator as promptly as possible.</p> <p>(f) The procedure of arbitration shall be fixed by the arbitral tribunal/sole arbitrator which shall have full power to settle all questions of procedure in any case of disagreement with respect thereto.</p> <p>(g) The decisions of the arbitral tribunal/sole arbitrator shall be final and binding upon the parties.</p> <p>(h) The arbitration shall take place in Botswana and the substantive laws of Botswana shall apply.</p> <p>Nothing in this Clause shall affect the privileges and immunities of SADC as an Organisation.</p>
--	---

IV. Appendices

APPENDIX A – TERMS OF REFERENCE

Note: *This Appendix will include the final Terms of Reference worked out by the Contracting Authority and the Contractors during technical negotiations, dates for completion of various tasks, place of performance for different tasks, specific tasks to be approved by Contracting Authority, etc.*

APPENDIX B – TECHNICAL PROPOSAL

Note: *List format, frequency, and contents of reports; persons to receive them; dates of submission; etc. If no reports are to be submitted, state here “Not applicable.”*

APPENDIX C – FINANCIAL PROPOSAL



Signed with Impression - Chain of Custody



Signature Request

Signature Request ID:	99026503-2e73-4124-a9fb-8720beddbd75	Timestamp:	2025-10-08 14:38:39 GMT
Signee Name:	Diana Sello	Sender Name:	Diana Sello
Request Type:	WebSigning	Request Status:	WEBVIEWER SIGNED

Original Document

Document Name:	SBD Services Global Price Negotiated Procedure_DATA MINING_07102025_clean.pdf	Document Size:	1.0 MB
----------------	---	----------------	--------

Email Evidence

Signee Email:	dsello@sadc.int	Email Subject:	Not available in Silent Mode
Email Sent Timestamp:	Not available in Silent Mode	Email Opened Timestamp:	Not available in Silent Mode

Web Evidence

Signee IP Address:	160.242.95.226	Request Timestamp:	2025-10-08 14:20:55 GMT
Signee GPS (if shared):	BW: Mozilla/5.0 (Windows NT 10.0; Win64; x64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/140.0.0.0 Safari/537.36	Terms Accepted Timestamp:	2025-10-08 14:21:02 GMT

Annotations and Modifications

Signature Count:	13	Form Fields Filled Count:	0
Text Annotation Count:	0	Initial All Pages Count:	0
Single Initial Count:	0		

Signing Evidence

Signee Mobile:	+27000000000	Sign Type:	WebSigning
Security Challenge:	NONE	Part of Workflow:	NONE

Chain Of Custody Generation

Attached Document Name:	20251008T143838.877506Z SBD Services Global Price Negotiated Procedure_DATA MINING_07102025_clean.pdf	Attached Timestamp:	2025-10-08 14:38:39 GMT
-------------------------	---	---------------------	-------------------------





Signed with Impression - Chain of Custody



Signature Request

Signature Request ID:	71be0bfc-f91e-4780-b491-e47f556e5cc9	Timestamp:	2025-10-08 15:46:58 GMT
Signee Name:	Thomas Chabwera	Sender Name:	Thomas Chabwera
Request Type:	WebSigning	Request Status:	WEBVIEWER SIGNED

Original Document

Document Name:	SBD Services Global Price Negotiated Procedure_DATA MINING_07102025_clean.pdf	Document Size:	2.2 MB
----------------	---	----------------	--------

Email Evidence

Signee Email:	tchabwera@sadc.int	Email Subject:	Not available in Silent Mode
Email Sent Timestamp:	Not available in Silent Mode	Email Opened Timestamp:	Not available in Silent Mode

Web Evidence

Signee IP Address:	160.242.95.226	Request Timestamp:	2025-10-08 15:43:17 GMT
Signee GPS (if shared):	BW: Mozilla/5.0 (Windows NT 10.0; Win64; x64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/141.0.0.0 Safari/537.36	Terms Accepted Timestamp:	2025-10-08 15:44:19 GMT

Annotations and Modifications

Signature Count:	13	Form Fields Filled Count:	0
Text Annotation Count:	0	Initial All Pages Count:	0
Single Initial Count:	0		

Signing Evidence

Signee Mobile:	+27000000000	Sign Type:	WebSigning
Security Challenge:	NONE	Part of Workflow:	NONE

Chain Of Custody Generation

Attached Document Name:	20251008T154658.343765Z_SBD Services Global Price Negotiated Procedure_DATA MINING_07102025_clean.pdf	Attached Timestamp:	2025-10-08 15:46:58 GMT
-------------------------	---	---------------------	-------------------------





Signed with Impression - Chain of Custody



Signature Request

Signature Request ID:	70437937-6362-4fe9-ac83-c76ae801a777	Timestamp:	2025-10-09 08:13:45 GMT
Signee Name:	Thomas Chabwera	Sender Name:	Thomas Chabwera
Request Type:	WebSigning	Request Status:	WEBVIEWER SIGNED

Original Document

Document Name:	SBD Services Global Price Negotiated Procedure_DATA MINING_07102025_clean.pdf	Document Size:	2.9 MB
----------------	---	----------------	--------

Email Evidence

Signee Email:	tchabwera@sadc.int	Email Subject:	Not available in Silent Mode
Email Sent Timestamp:	Not available in Silent Mode	Email Opened Timestamp:	Not available in Silent Mode

Web Evidence

Signee IP Address:	160.242.95.226	Request Timestamp:	2025-10-09 08:11:22 GMT
Signee GPS (if shared):	BW: Mozilla/5.0 (Windows NT 10.0; Win64; x64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/141.0.0.0 Safari/537.36	Terms Accepted Timestamp:	2025-10-09 08:11:31 GMT

Annotations and Modifications

Signature Count:	0	Form Fields Filled Count:	0
Text Annotation Count:	4	Initial All Pages Count:	0
Single Initial Count:	0		

Signing Evidence

Signee Mobile:	+27000000000	Sign Type:	WebSigning
Security Challenge:	NONE	Part of Workflow:	NONE
Action:	APPROVE	Reason for Action:	Corrected

Chain Of Custody Generation

Attached Document Name:	20251009T081344.692036Z SBD Services Global Price Negotiated Procedure_DATA MINING_07102025_clean.pdf	Attached Timestamp:	2025-10-09 08:13:45 GMT
-------------------------	---	---------------------	-------------------------

