

DRAFT TERMS OF REFERENCE

Subregional Studies on the Interlinkages between the Development, Peace and Security, Human Rights and Humanitarian Pillars

I. Background and context

I.1 State, causes and impacts of conflicts

1. Over the past two decades, inter-state armed and violent conflicts have significantly diminished in Africa. Civil wars in Angola, Côte d'Ivoire, Liberia and Sierra Leone have stopped. Nevertheless, there are still many areas throughout the continent where conflicts persist. As at July 2018, The AU had identified 21 conflicts in its 55 member States, which involved four major conflict zones, namely; Mano River Region, the Great Lakes Region, the Horn of Africa, and the Sahel/Maghreb Region. There are ongoing armed conflicts in the Central African Republic, the Democratic Republic of the Congo, Libya, Mali, Nigeria, Somalia and South Sudan. The United Nations has peacekeeping missions in several of those countries. In its Africa Governance Report of 2019, the African Union has identified seven causes of conflicts and instability as follows: (1) Poverty and inequality; (2) Disruptive transitions, for example, from autocratic to democratic rule and vice versa; (3) Lack of democracy or democratic accountability; (4) Population pressure, social and economic exclusion; (5) Protracted violence, particular large-scale ones that are prone to relapse; (6) Spill-over effects from neighbouring countries; and (7) Poor political and natural resource governance. Africa also continues to face evolving conflict dynamics and security threats, including the absence of effective State authority, terrorism, organised crime and the impact of climate change, most of which are compounded by lack of accountability resulting in impunity.
2. Some major impacts have been discussed and include the fact that the majority of casualties are civilian non-combatants, mainly women, children and the elderly. In addition to those who die because of injury, thousands suffer death from disease, hunger, malnutrition and communicative diseases. Forced migration, refugees and internal displacement are among the tragedies of conflicts which often transform healthy productive human beings into recipients of humanitarian aid. According to UNHCR (2018) Africa hosts about 37 percent of the world's refugee population of about 7.3 million. A combination of conflict and loss of livelihoods attributed to diminishing grazing land and loss of livestock, continue to cause displacement and humanitarian crises in the Horn of Africa and Sahel region. Attacks by extremist groups continue to fuel displacement in many African countries such as in Somalia, in Nigeria, Cameroon, Chad and Niger, and local Islamist groups in Mali, Burkina Faso and Mozambique. Those attacks have further exacerbated inter-community tensions as seen in the Sahel. Conflict over natural resources such as precious stones and minerals in the Central Africa Republic and the Democratic Republic of Congo, and oil in Nigeria and South Sudan have also triggered some of the worst violence and largest waves of displacement in the region.
3. Countries in the Sahel have experienced the classic peace-building dilemma of conflict relapse – a recurrence of violent conflict, mostly within 10 years of a conflict ending. While the same conflict has recurred or mutated in some cases, new conflicts have emerged in others, albeit with varying degrees of intensity. This not only raises questions about the approach to sustaining peace but also about how to maintain the dividends of peace, of which development is a key component. To tackle the Sahel crisis, a major initiative being implemented since 2013

is the United Nations Integrated Strategy for the Sahel (UNISS), which is reinforced by the operationalization of the United Nations Support Plan for the Sahel (UNSP 2018-2030) with the goal of accelerating a collective delivery of human development interventions articulated around three pillars: governance, security and resilience.

I.2 The development imperative

4. Both the Agenda 2030 for Sustainable Development and the Africa Union Agenda 2063 strongly recognize the principles of “inclusiveness” and “leaving no one behind”. Sustainable Development Goal 16 on peaceful and inclusive societies embodies this principle in a fundamental way. Most of the Sustainable Development Goals (SDGs) and Agenda 2063 goals are also relevant to conflict prevention peace and security. Thus, peace and security is both a driver and outcome of a steady accumulation of actions towards the attainment of the SDGs and the AU Agenda 2063 goals. The Africa Economic Outlook 2020 estimates the region’s real GDP growth at 3.4 percent for 2019, is projected to accelerate to 3.9 percent in 2020 and to 4.1 percent in 2021. However, the 2020 forecast has been dampened by the COVID-19 epidemic. ECA has cautioned that COVID-19 is a significant headwind for growth in Africa. The uncertainty around the virus and the consequent policy actions, such as physical distancing and lockdowns, have led to a decline in demand for African products due to a sharp decline in global manufacturing activities, compounded by a decline in economic activity on the continent as the labour force remains at home to combat the virus. Against this backdrop, the Commission estimates that in a best case scenario, Africa’s average GDP growth will fall 1.4 percentage points, from 3.2 per cent to 1.8 per cent. In the worst-case scenario, Africa’s economy could contract by up to 2.6 per cent in 2020.

5. The 2020 Outlook highlights, however, that growth has been less than inclusive. Despite Africa’s solid growth performance, only about a third of countries achieved inclusive growth, reducing both poverty and inequality. The 2018 Outlook notes that slow job growth has primarily affected women and youth (ages 15–24). Africa is estimated to have had 226 million youth in 2015, a figure projected to increase by 42 per cent, to 321 million by 2030. Thus, Africa is set to become the youngest and most populous continent in the next few decades. Its labour force is projected to rise from 620 million in 2013 to nearly 2 billion in 2063. The region is also experiencing unprecedented urban growth, with projections that more than half of its population will live in its cities by 2040, many of whom will be young people. Over the years, economic exclusion and lack of opportunities have forced young people to migrate in search of opportunities, resulting in civil unrest from which they have emerged as refugees. Conflict and forced displacement impact young people during what is a transformative time in their cognitive and physiological development. The marginalization, isolation, and hardship of forced displacement can increase young refugees’ vulnerability to violence including sexual violence, exploitation, substance abuse, radicalization, and recruitment into gangs or armed groups. African governments should harness the “demographic dividend”, which has the potential to yield positive economic and social benefits for the region. If countries are to reap these benefits, policies must be implemented to shape, develop and absorb the skills and capacities of young people in various fields of development.

I.3 The African Union response

6. Strengthening state institutions and enhancing their capacity to provide security and development based on principles of good governance are essential for sound conflict management and peace building. The 2019 Africa Governance Report describes peace as a situation whereby wars and civil conflict are absent, but security prevails, usually in the context of a conducive environment for sustained social and political stability. In this context the African Union considers that governance, peace and security are prerequisites for sustainable development.
7. African regional institutions are playing major roles in conflict management and the democratization process. This reflects, in part, efforts since the early 2000s to transform the African Union (AU) into a strong, collective security and norm building mechanism. It also stems from the growing role of Africa's regional economic communities (RECs), notably the East African Community (EAC), the Economic Community of Central African States (ECCAS), the Economic Community of West African States (ECOWAS), the Intergovernmental Authority on Development (IGAD), and the Southern African Development Community (SADC). They have contributed to initiatives for the promotion of democracy and conflict management, including peace-making and peacekeeping, in numerous countries, including Burundi, the CAR, the DRC, the Gambia, Lesotho, Mali, South Sudan, and Somalia. Overall, this growing wave of regional efforts dovetails with the continent's frequent calls to find local solutions to African problems.
8. The AU themes of 2019 and 2020, "the Year of Refugees, Returnees and Internally Displaced Persons: Towards Durable Solutions to Forced Displacement in Africa", and "Silencing the Guns: Creating Conducive Conditions for Africa's Development", respectively, are efforts towards ending conflicts and achieving lasting peace and sustainable development on the continent.

I.4 The interlinkages between development, peace and security, human rights and humanitarian pillars

9. The need for comprehensive responses to protracted crises is clear given the increase in climate related disasters, the increase in conflict related humanitarian needs (80% of all appeals), with an unprecedented 79.5 million displaced people worldwide as of the end of 2019¹. Since 2015, active conflicts are becoming more internationalized, lasting longer, being more violent and more difficult to solve. These crises are generating a higher volume of humanitarian appeals that are increasingly underfunded. Against this background, the 2016 World Humanitarian Summit acknowledged that humanitarian assistance alone cannot resolve protracted crises. Consequently, there was a call for improved collaboration between humanitarian and development actors and a "New Way of Working" to reduce needs, risk, and vulnerability. This included a commitment to work over multiple years, based on comparative advantages, towards collective outcomes and, wherever feasible, reinforcing the capacities and resilience at national and local levels. Collective outcomes have been formulated across a number of countries in Africa, such as Burkina Faso, Chad, DRC, Somalia and Sudan².

¹ <https://www.unhcr.org/news/press/2020/6/5ee9db2e4/1-cent-humanity-displaced-unhcr-global-trends-report.html>

² <https://www.un.org/jsc/content/resources>

10. The nexus of human rights and peace and security is important. To be able to find durable solutions to conflicts human rights must be guaranteed, and in order to safeguard human rights, violent conflicts must be kept at bay. Contemporary human rights research and policy-making are concerned with a wide spectrum of programmes focusing on civil and political as well as economic, social and cultural rights and also with a number of principles that can influence all programmes regardless of their goals. Contemporary peace and security research and policy-making is likewise a wider endeavour focusing on all different phases of the conflict circle including submerged tensions, rising tensions, violent conflict and post-conflict situations. The creation of structural stability is an overarching question for peace and security in order to avoid getting into or going back to violent conflict. If one takes the wider view on both areas, it becomes even clearer that human rights-promoting policies and peace-building policies go hand in hand towards sustaining peace. To focus on one set of policies without the other is at best ineffective and at worst counterproductive. Both fields focus on empowerment, equality, participation and inclusion and reinforce each other and development. This appears to be a solid base on which to further build co-operation

11. In the dual resolutions passed by the General Assembly and Security Council in April 2016 (Resolutions 70/262 and 2282), “sustaining peace” is understood as a goal and a process to build a common vision of a society, ensuring that the needs of all segments of the population are taken into account. The resolutions recognize the importance of coherence and complementarity between the UN’s peace and security efforts and its development, human rights, and humanitarian work. They recognize that international support has a better chance of creating the conditions for sustaining peace if it simultaneously addresses the humanitarian, development, human rights, and security needs of aggrieved communities. The rationale is that conflict-affected populations do not experience these needs in a sequential or compartmentalized manner- development can contribute to peace, and development efforts can reduce risk, vulnerabilities and drivers of humanitarian need. In countries like the Democratic Republic of the Congo and South Sudan, both types of actors have been present and active for many years. Although their mandates and approaches remain distinct, it is clear that strengthened development and peace will address vulnerabilities and risks, which continue to drive humanitarian need. Given the circumstances in which humanitarian actors work today, particularly in protracted crises, humanitarian, development and peacebuilding actors need to collaborate more effectively to address risk, vulnerability and need.

12. Since the World Humanitarian Summit in 2016, there has been an increased emphasis on peace as the third component of the so-called triple nexus. UN Secretary-General António Guterres has placed sustainable peace at the top of his agenda, and is rolling out his vision for a UN capable of preventing conflict and integrating development, human rights, and peace and security approaches. In his 2020 report to the UN Economic and Social Council on the Implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR), the Secretary General presented the ongoing work across the pillars to achieve the 2030 Agenda in crises or emergency settings. He highlighted the steps taken within this QCPR cycle to strengthen coordination across pillars and ensure United Nations Country Teams (UNCTs) can draw on assets from all UN pillars to service the 2030 Agenda. The first critical step was the strengthening of the United Nations Development System (UNDS) itself and the repositioning of sustainable development at the heart of the organization. It follows that implementing the SDGs universally is the most effective strategy to mitigate risks, prevent crises and build resilience. At the same time, preventing crisis and accelerating transitions back into sustainable development will be essential if we are to leave no one behind on our road to 2030.

13. Furthermore, the United Nations Secretary General and the African Union Commission Chairperson have made a commitment to work together towards the implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, in recognition of the nexus between peace and security, human rights and development. The two principals have signed the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security (the Peace and Security Framework) and the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development (the Development Framework.) They are expected to sign the Joint Human Rights Framework soon. Additionally, there exists an MOU between the UN and the AU on Humanitarian Action.

I.5 Collaborative and complementary approach to harnessing the interlinkages

14. The World Bank's Pathways to Peace of 2018 among other objectives, seeks to stimulate new thinking about the relationship of development, peace, and security—a relationship that takes concrete form in inclusive approaches to preventing conflict. In this regard, it underscores that a coherent strategy that can be sustained over time demands levels of complementary and joined-up planning and implementation that are often challenging to development, security, humanitarian, and political actors. Each has comparative advantages at different stages of risk but sustained, inclusive, and targeted prevention requires that they coordinate more effectively. A question of concern raised by the Swedish International Development Agency (SIDA), is how to integrate into one coherent approach different tools and forms of action so that they reinforce each other rather than operate independently or against each other, and how to simultaneously pursue peace, security, human rights and developmental objectives within one coherent and efficient policy approach. Informed by its research findings, the Agency recommended among other measures, training and communication between the different fields of expertise.

15. In 2018, the International Peace Institute recommended an in-depth analysis both of the conflict at hand and of the humanitarian programme to be put in place. The Institute considers the “Do No Harm Framework”, and the “Peace and Conflict Impact Assessment” for example, as tools that can be used to conduct conflict analysis, project planning, and impact assessment. The “Do No Harm Framework” suggests acquiring a good understanding of the dividers and connectors that exist within a conflict-affected society to be able to assess the impact a programme will have- whether it will contribute to existing tensions, or reinforce local capacities for peace. Principled humanitarian action is not itself a peacebuilding activity, but a conflict-sensitive approach to humanitarian engagement can contribute to doing no harm.

II. Justification

16. Against the foregoing, the NEPAD Section of the Regional Integration and Trade Division of the United Nations Economic Commission for Africa seeks to commission studies on the interlinkages between the development, peace and security, human rights and humanitarian pillars in the five subregions of Africa. The studies will complement activities of the OSAA-led project on the interlinkages, which include: 1) a regional study; (2) two capacity building workshops; (3) preparation of a training manual; and (4) launch of the project outputs. The study reports will among other things, bring out subregional specificities and help to strengthen

the regional level study. This is in line with the findings of the UN Office for Internal Oversight Services (OIOS) evaluation of Programme 9 on support to NEPAD, which proffered key recommendations, including the need for strengthened coherence in the implementation of the Programme's three subprogrammes, led respectively, by the UN Office of the Special Adviser on Africa (OSAA), ECA (through the NEPAD Section) and the Department of Global Communications (DGC).

17. The studies are being conducted in the context of a key function of subprogramme 2 entailing the conduct of policy research and analysis on key African Union priorities, and technical assistance and advisory services within the framework of Agenda 2063 and the 2030 Agenda, taking into account the United Nations-African Union cooperation frameworks and the African Union strategic priorities. They will contribute to the objective of accelerating the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development through enhanced capacity of African Union organs and agencies at the regional and subregional levels, in particular the African Union Commission, the African Union Development Agency-NEPAD and the Regional Economic Communities (RECs). Subsequent work will pertain to mainstreaming the development, peace and security, human rights and humanitarian pillars into policies and strategies related to the two Agendas.
18. Given the economic, social, peace and security and humanitarian implications of COVID-19, the UN Secretary General called for an immediate global ceasefire on 23 March. He urged all warring parties to silence the guns in order to help create conditions for the delivery of aid, open up space for diplomacy and bring hope to places among the most vulnerable to the pandemic³. In this regard, the studies will examine its impact on the interlinkages and the integrated implementation of interventions across the four pillars in Africa. This will take into account the UN framework for the socio-economic response to COVID-19, the health response led by the World Health Organization (WHO), and the COVID-19 Global Humanitarian Response Plan led by UNOCHA.
19. The studies will be conducted in partnership, and collaboration with OSAA, DGC, ECA Divisions and Subregional Offices (ECA-SROs), the ECA African Institute for Economic Development and Planning (IDEP), Regional Economic Communities (RECs), the United Nations Office to the African Union (UNOAU), Office of the High Commissioner for Human Rights (OHCHR) and United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA). , Relevant African Union Commission (AUC) Departments, AUDA-NEPAD and APRM will also be involved in the studies.

III. Objectives of the consultancy assignment and description of tasks

III.1 Objectives of the consultancy assignment

20. The objectives of the consultancy assignment are twofold:
 - (a) The first is to produce a robust study report on the interlinkages between the development, peace and security, human rights and humanitarian pillars for the **Central** Africa subregion aimed at promoting synergistic and complementary and joined-up implementation of

³ <https://www.un.org/sg/en/content/sg/statement/2020-04-09/secretary-generals-remarks-the-security-council-the-covid-19-pandemic-delivered>

interventions addressing peace and security, human rights, humanitarian and development situations in the subregion, to contribute to effective and lasting solutions to conflict in the subregion. Gender and youth issues shall be mainstreamed in the study report.

21. Specifically, the standalone study report shall examine, analyse and present:
 - i. An analytical framework to guide the analysis and presentation of the issues relevant to the objective of the study;
 - ii. The key issues, challenges and opportunities, modalities and tools for harnessing the interlinkages, and action-oriented recommendations for advancing collaboration and integrated implementation;
 - iii. The specificities of the subregion as they relate to the four pillars and their interlinkages;
 - iv. Transboundary issues, interfaces and interlinkages with the other four subregions as applicable, in order to contribute to informing regional level perspectives and response;
 - v. Key capacity development issues, particularly as they pertain to mainstreaming the interlinkages into policies and strategies, including those related to Agenda 2063 and the 2030 Agenda for Sustainable Development;
 - vi. The impact of COVID-19 on the interlinkages and the complementary implementation of interventions across the four pillars;
 - vii. Robust action-oriented recommendations that adequately address the study objectives.

(b) The second objective is to provide substantive support to the organization and servicing of the meeting for the validation of the study report.

22. The report is primarily targeted at the eight African Union recognized Regional Economic Communities (RECs) across the five subregions of Africa, namely; Arab Maghreb Union (AMU), Community of Sahel-Saharan States (CENSAD), Common Market for Eastern and Southern Africa (COMESA), East African Community (EAC), Economic Community of Central African States (ECCAS), Economic Community of West African States (ECOWAS), Intergovernmental Authority on Development (IGAD) and Southern African Development Community (SADC). . Member States of the RECs, the AUC, AUDA-NEPAD and APRM will benefit from the study findings.

III.2 Description of tasks

23. The execution of the assignment will be informed by primary data and information obtained through a questionnaire survey, and secondary data and information obtained mainly from desk reviews of relevant documents, including but not limited to those pertaining to the development, peace and security, human rights and humanitarian pillars and their interlinkages, global, regional and subregional development frameworks and priorities, including Agenda 2063 and the 2030 Agenda for Sustainable Development, the UN-AU Peace and Security Framework, the AU-UN Development Framework, the UN-AU Human Rights Framework, the MOU between the UN and AUC on Humanitarian Action, the guiding and operational frameworks and mechanisms related to the pillars and COVID-19 reports and publications relevant to the assignment. In this context, the specific tasks to be undertaken by the consultant include but are not limited to the following:

- (a) Prepare an inception report detailing among other things, the work to be undertaken, the conceptual framework, the methodology, work plan and annotated outline of the report;
- (b) Submit the inception report to ECA, partners and collaborations for review and finalize the report based on the comments and inputs provided by the said stakeholders;
- (c) Prepare and administer a questionnaire survey to stakeholders identified by ECA, partners and collaborators, and undertake a desk review to collect data and information relevant to the assignment, and carry out other necessary consultations as required;
- (d) Regularly liaise with the consultants preparing the study reports for the other four subregions and the regional (Africa) report commissioned by OSAA to discuss methodologies and approaches to the study, address interfaces and transboundary issues;
- (e) Review and analyze issues relevant to the development, peace and security, human rights and humanitarian pillars and their interlinkages taking into account the objectives of the present consultancy assignment. This analysis should include gender and youth issues;
- (f) Informed by the study findings, advance appropriate and robust action-oriented recommendations on all elements of the study objectives;
- (g) Prepare and submit for review by ECA, partners and collaborators, a robust, analytical and well-informed study report on the interlinkages between the development, peace and security, human rights and development pillars that meets the above-stated objectives;
- (h) Provide substantive support in the organization of a meeting to validate the study report;
- (i) Finalize the study report based on comments and inputs provided at the workshop, as well as subsequent comments that may be provided by ECA, partners and collaborators.

IV. Duration of the assignment and time lines

24. The assignment shall require eight work weeks spread over a period of 14 weeks, commencing second week of July 2020. The assignment shall be executed in accordance with the following schedule:

Time frame	Activity
2 days after signing of the contract	ECA organizes an inception meeting with all subregional consultants
1 week after signing of the contract	Consultant submits to ECA an inception report detailing the conceptualization of the assignment that strongly demonstrates a clear understanding and interpretation of the objectives and tasks; and includes a conceptual framework; the methodology,

	including data and information collection and analysis, and an annotated outline of the report and a work plan.
2 weeks after signing of the contract	Consultant submits the final inception report based on the comments and inputs provided by ECA, partners and collaborators, and the draft questionnaire for the survey.
2.5 weeks after signing of the contract	Consultant submits the final questionnaire for the survey based on comments and inputs provided by ECA, partners and collaborators.
6 weeks after signing of the contract	Consultant submits to ECA the first draft study report.
Within one week of submitting the first draft report	Consultant presents the study report at a virtual meeting for validation.
10 weeks after signing of the contract	Consultant submits a final study report based on comments, inputs and recommendations provided at the virtual validation meeting as guided by ECA, partners and collaborators.

V. Deliverables

25. The main deliverables for the consultancy assignment are:

(a) A robust, analytical study report on the development, peace and security, human rights and humanitarian pillars and their interlinkages, that adequately respond to the objectives on the present assignment. The study report shall *inter-alia* contain:

- i. Executive summary highlighting the key findings and messages;
- ii. Introduction, including the analytical framework;
- iii. The state of development, peace and security, human rights and humanitarian action in the subregion, interfaces with other subregions, transboundary issues and implications for regional responses;
- iv. Key issues pertaining to the synergistic and complementary implementation of interventions aimed at addressing peace and security, human rights, humanitarian and development situations in the subregion, taking into account gender and youth issues and the UN-AU Cooperation frameworks;
- v. Challenges, and opportunities for harnessing the interlinkages between the development, peace and security, human rights and humanitarian pillars, taking into account the COVID-19 pandemic;

- vi. Methodologies and tools for harnessing the interlinkages and promoting complementary implementation and approaches, and associated capacity building needs;
- vii. Mainstreaming the interlinkages into policies and strategies at regional, subregional and national levels including those related to Agenda 2063 and the 2030 Agenda;
- viii. Conclusions, and robust, concrete action-oriented recommendations based on the findings of the study.

(b) Substantive support for the study report validation meeting.

- i. Substantive inputs to the concept note and programme of the study report validation meeting, and list of participants;
- ii. Power point presentation of the main findings of the study report;
- iii. Validation meeting report.

(c) Other key deliverables

- i. The Consultant shall provide ECA with the datasets (preferably in Excel format) used to generate the charts, graphs and other figures presented in the study report.
- ii. All the written outputs shall be prepared in English or French depending on the subregion. Except for the power point presentation, all outputs shall be prepared using single line spacing, times new roman 12 font size, contain page numbering, list of acronyms, a table of contents, foot notes, references, relevant annexes and appendices.
- iii. All work submitted must be the original work of the consultant, and contain proper citation and recognition of reference documents and data sources.

VI. Qualifications

26. The required qualifications are as follows:

- (a) **Education:** Advanced university degree (at least a Masters Degree, MBA or equivalent) in political science, economics, development economics/studies, sustainable development, peace and conflict studies, International relations, human rights, or related discipline is required.
- (b) **Experience:** A minimum of 10 years of progressively responsible experience at the national and/or international level in policy development, sustainable development, development work, and multilateral peace and security in Africa is required. Experience in the normative and/ or operational work of the African Union and United Nations Development System in Africa is highly desirable.
- (c) **Language:** The consultant shall be fluent in written and spoken English or French, depending on the subregion. Good working knowledge of the other language depending on the subregion is desirable.

- (d) **Communication:** The consultant must possess excellent drafting abilities and have proven abilities to prepare reports in a clear, concise and compelling manner. He/she should be able to interact, in person, or virtually with senior officials including heads of AU organs and agencies, UN agencies, government ministries, the private sector and other stakeholders and individuals.
- (e) **Other skills:** The consultant shall have a good and demonstrable record for publishing in disciplines relevant to the assignment.

VII. Reporting

- 27. The consultant shall report to, and perform the assigned tasks under the direction of the Director, Regional Integration and Trade Division (RITD) of ECA, overall guidance and supervision of the Chief of NEPAD Section, RITD, and day to day supervision of the designated ECA Officer.

VIII. Remuneration

- 28. Subject to the acceptance of the deliverables by ECA, the consultant shall be paid a maximum of US\$ 15, 000 (Fifteen thousand United States Dollars), for the entire duration of the assignment in accordance with the following payment schedule:
 - (a) Fifteen per cent (US\$ 2,250) upon signing of the contract and submission and acceptance by ECA of the inception report and annotated outline of the report;
 - (b) Twenty-five per cent (US\$ 3,750) upon submission and acceptance by ECA of the draft study report;
 - (c) Twenty-five per cent (US\$ 3,750) upon provision and acceptance by ECA of the required support for the organization of the validation meeting, presentation of the main findings of the study at the validation meeting and submission of the validation meeting report; and
 - (d) Thirty-five per cent (US\$ 5250) upon submission and acceptance by ECA of the Final Study Report adequately addressing the comments and recommendations of the validation meeting and subsequent ones, in accordance with guidance provided by ECA and partners.
- 29. The remuneration of US\$ 15000 (Fifteen thousand United States Dollars, shall cover all of the consultant's fee and costs, excluding applicable expenses related to the validation meeting of the study report.

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