



TERMS OF REFERENCE FOR THE APPOINTMENT OF THREE (3) NON-EXECUTIVE DIRECTORS

APPOINTED FROM SADC MEMBER STATES (EXCLUDING THE HOST COUNTRY) – SOUTH AFRICA

1. INTRODUCTION

The Southern African Development Community Groundwater Management Institute (SADC-GMI) was established in 2009 as a regional centre of excellence on groundwater management. The Institute is hosted by the Council for Science and Industrial Research (CSIR) in Pretoria, South Africa, on behalf of and under the strategic guidance of the SADC Secretariat, Directorate of Infrastructure and Services – Water Division, in Gaborone, Botswana.

SADC-GMI is registered as a Non-Profit Company (NPC) under the South African Companies Act No. 71 of 2008, as amended. The Institute was officially launched on 20 September 2016 and has since been implementing the Sustainable Groundwater Management in SADC Member States Project supported by the World Bank, the Global Environment Facility (GEF), and the Cooperation in International Waters in Africa (CIWA) Trust Fund.

2. BACKGROUND

The SADC region, comprising 16 Member States, is subjected to severe climatic variability scenarios which negatively impact more than 70% of the region's population, who are dependent on groundwater for their livelihoods. Tapping into the region's groundwater resources can significantly strengthen water security, improve livelihoods, enhance economic growth, and reduce vulnerability to climate change. SADC-GMI serves as a "Centre of Excellence" for groundwater development and management, acting as an interlocutor with national, regional, and international groundwater initiatives.

3. VISION AND MISSION

Vision: *"To be a Centre of Excellence in promoting equitable and sustainable groundwater management in the SADC region"*

Mission: To promote the conjunctive management of SADC surface and groundwater resources at community, national, transboundary, and global levels through the provision of evidence-based and actionable information; promoting impact-oriented solutions for capacity building and training; advocacy and technical support; leading and promoting multi-sectoral coordination; supporting infrastructure development for sustainable groundwater management; and creating an enabling policy, legal, and regulatory environment.



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4. MANDATE AND CORE OBJECTIVES

SADC-GMI's core mandate is to promote sustainable groundwater management and provide solutions to groundwater challenges across the SADC region for improved livelihoods and socio-economic development. The mandate is delivered through six (6) Corporate Objectives:

- i. **Create an enabling environment** for groundwater management through the improvement, development, and harmonization of policy, legal, and regulatory frameworks;
- ii. **Lead and promote regional coordination**, across various spatial scales, for groundwater management and development;
- iii. **Support infrastructure development** for improved groundwater management and sustainable groundwater development;
- iv. **Promote and coordinate action-oriented research** to support the development of regional understanding of groundwater resources;
- v. **Promote impact-oriented capacity building and training** to develop a growing cohort of groundwater expertise across the region;
- vi. **Advocate, raise awareness, and provide support** regarding the understanding of sustainable groundwater management through the dissemination of data, information, and knowledge products, supported by ongoing knowledge management.

5. CORPORATE GOVERNANCE

Following the formal amendment of the Memorandum of Incorporation (MOI) approved by the Companies and Intellectual Property Commission (CIPC) on 19 February 2026, the Board composition is structured as follows:

Category	Number	Role
Non-Executive Directors appointed from SADC Member States (excluding the Host Country)	3	Provide strategic guidance and oversight from a Member State perspective
Non-Executive Director appointed from the Host Country (South Africa)	1	Represent host country interests
Non-Executive Director appointed from the SADC Secretariat	1	Serves as Chairperson of the Board
Independent Non-Executive Directors appointed from institutions affiliated with SADC-GMI's work (including host institutions)	Up to 2	Bring specialised expertise
Independent Non-Executive Directors appointed from the private sector	Up to 2	Bring a commercial and private sector perspective
Executive Director	1	Serves as Board Secretary and Public Officer

Total Board size: Minimum 3, maximum 10 directors.



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Non-Executive Board Members shall be appointed for an initial term of three (3) years, renewable to a maximum of two (2) consecutive terms, contingent on good performance and provided that the preconditions for appointment are met (e.g., continued representation of the nominating institution, where applicable).

The Board is supported by two standing committees:

- **Audit and Risk Management Committee** (chaired by an Independent Non-Executive Director);
- **Business Development Committee** (chaired by an Independent Non-Executive Director).

6. STRATEGIC AND FINANCIAL SUSTAINABILITY PLAN

SADC-GMI operates under the **Strategic and Financial Sustainability Plan 2023–2028**, which focuses on advancing financial sustainability and maintaining SADC-GMI's role in effective regional groundwater management. The Plan prioritizes:

- Diversifying income streams to guarantee long-term financial sustainability;
- Growing the SADC-GMI brand and expanding stakeholder engagement;
- Strengthening corporate governance and operational resilience.

7. FUNDING AND FINANCIAL SUSTAINABILITY

For more details on the institute's performance and sustainability, refer to the SADC-GMI Annual Reports and other information available on the SADC-GMI website (www.sadc-gmi.org).

8. ROLE OF THE BOARD OF DIRECTORS

The Board of Directors is responsible for:

- Providing strategic direction and oversight of SADC-GMI's operations;
- Ensuring compliance with the Companies Act, the MOI, and applicable legislation;
- Approving budgets, financial statements, and strategic plans;
- Overseeing risk management, audit processes, and internal controls;
- Appointing and evaluating the performance of the Executive Director;
- Ensuring the financial sustainability and long-term viability of the Institute.

9. ROLE OF THE NON-EXECUTIVE DIRECTOR (APPOINTED FROM SADC MEMBER STATES)

The Non-Executive Director appointed from a SADC Member State (excluding the Host Country) will serve on the SADC-GMI Board of Directors and will be expected to:

- Provide strategic guidance and oversight on the implementation of SADC-GMI's mandate across the SADC region;



- Act as a liaison between SADC-GMI and the nominating Member State, ensuring alignment with national groundwater priorities and SADC regional objectives;
- Contribute to Board discussions on policy development, financial management, operational procedures, and risk management;
- Serve on Board sub-committees (Audit and Risk Management Committee and/or Business Development Committee) as determined by the Board;
- Assist in interpreting reports on management and staff performance against agreed goals and objectives;
- Support the Board and management on the integrity of financial information and the robustness of financial controls and risk management systems;
- Promote the visibility and brand of SADC-GMI within the nominating Member State and across the SADC region;
- Perform any other tasks as delegated by the Board of Directors from time to time.

10. PERSON SPECIFICATION

Your application should demonstrate the following:

Essential Criteria

- Outstanding leadership, teamwork, listening, and influencing skills;
- Proven previous board-level experience (experience in an NPO/NPC environment is highly regarded);
- Experience in at least one of the following areas is mandatory: financial management, auditing, finance, operations management, human resources management, or risk management;
- Sound judgment, analysis, and decision-making skills; and the ability to provide a challenging and supportive role to the Executive Director and other senior team members;
- Open-mindedness and willingness to engage with a wide stakeholder group from diverse national, regional, and professional backgrounds;
- Proven corporate governance skills;
- A good track record of delivery at the board level and the skills to represent and promote the Institute;
- A relevant degree qualification in the major disciplines necessary for this role;
- Expertise-level understanding of audit, finance, and/or operations management practices and standards relevant to a regional NPC like SADC-GMI;
- Familiarity with the water sector, and particularly the groundwater sector as it applies to SADC-GMI, is highly regarded;
- Clear understanding of SADC structures and systems;
- **Applicants must be nationals of one of the SADC Member States (excluding South Africa, which is the Host Country).** The 16 SADC Member States are: Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi,



- Mauritius, Mozambique, Namibia, Seychelles, South Africa (Host Country), Tanzania, Zambia, Zimbabwe.
- Qualified Public Servants currently with, and endorsed by their respective Ministries, Departments, and Agencies responsible for, and affiliated with the groundwater sector in the eligible SADC Member States, are encouraged to apply

Desirable Criteria

- Registration with relevant professional bodies that will benefit SADC-GMI;
- Postgraduate qualifications in water resources management, public administration, business administration, or related fields;
- Experience working with international development partners (World Bank, GEF, CIWA, UNDP, etc.);
- Knowledge of transboundary water management and River Basin Organizations in the SADC region.

11. TERMS OF APPOINTMENT

- **Term:** Initial term of three (3) years, renewable for a maximum of two (2) consecutive terms, subject to good performance, continued eligibility, and Board approval.
- **Remuneration:** This is a voluntary position which is not remunerated other than for:
 - Reimbursement of travel expenses to attend Board meetings and events; and
 - Payment of a sitting allowance for each Board meeting/event attended, as determined by the Board of Directors from time to time.
- **Time Commitment:** The SADC-GMI Board of Directors meets up to twice (2) times each year (ideally in June and November). The Non-Executive Director is expected to attend all Board meetings and any additional sub-committee meetings as required.

12. HOW TO APPLY

Applicants should direct their applications to the SADC-GMI National Focal Persons in their respective countries with the email heading '**Application – SADC-GMI Non-Executive Director – (country)**'.

- **A cover letter (maximum 2 pages) setting out how you meet the essential criteria and your motivation for the role.**
- **A detailed Curriculum Vitae (CV) including contact details for three professional references.**
- **NB: Copy the Executive Director of the SADC-GMI at james@sadcgmi.org**



MEMBER STATE	NATIONAL FOCAL PERSON	E-MAIL
Angola	Narciso Ambrosio	narciso.ambrosio@inrh.gv.ao
Botswana	Keodumetse Keetile	kkeetile@gov.bw
Comoros	Chadhouliati Abdou	chadhouliati2010@yahoo.fr
DRC	Rolly Binama	rollybinama@yahoo.fr
Eswatini	Musawenkhozi Mwelase	wenkhosi796@gmail.com
Lesotho	Tlhoriso Morienyane	tlhoriso.morienyane@gov.ls
Malawi	Zione Butao	zionebutao@gmail.com
Madagascar	Luciano Andriavelojaona	luciano.andriavelojaona@gmail.com
Mauritius	Rajeshwar Pokhun	prajeshwar@govmu.org
Mozambique	Gilberto Mulando	gilbertojoaquimmulando@gmail.com
Namibia	Maria Amakali	maria.amakali@mawlr.gov.na
Seychelles	Franky Dupres	fdupres@puc.sc
Tanzania	Godwin Kapama	lucassgodwin7@gmail.com
Zambia	Abel Manangi	manangiabel@yahoo.co.uk
Zimbabwe	Percy Mugwangwavari	percymugwa@gmail.com

Closing Date for Applications: 24 July 2026

Late applications will not be considered.

13. ADDITIONAL CONSIDERATIONS

- Only those candidates who are short-listed for interviews will be notified. If you do not hear from SADC-GMI within one month after the closing date, you may consider your application as not having been successful on this occasion.
- Qualified female candidates are strongly encouraged to apply.
- The SADC-GMI Board reserves the right to appoint a candidate with the nearest fit to the ideal profile advertised, or not to appoint anyone to the post.



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