

# **NOTE FOR PROSPECTIVE CONSULTANTS:**

- If you are interested in submitting your CV for this assignment, kindly email [robertj@finmark.org.za](mailto:robertj@finmark.org.za)
- See the Scoring Grid (Annex 1) for the desired qualifications, skills and professional experience
- Deadline for CV submission: To be advised on request

## **SUPPORT TO IMPROVING THE INVESTMENT AND BUSINESS ENVIRONMENT IN THE SADC REGION – SIBE**

<b>Terms of Reference (ToR) for Recruitment of Short-Term Expert (STE)</b>	
Title of Assignment:	Consultancy to Identify priorities and develop timelines for harmonization of financial inclusion policy frameworks and build the capacity of Member States in identified areas of financial inclusion.
Reference no.:	ToR 0292/RA 3.2
Activity Code:	IN. 0292.3.2.1 “STE inputs”
Responsible SADC SPO:	Mr. Mário Lironel, Senior Programme Officer – Finance and Investment (Task Manager)
Date of issue:	1 July 2021
<b>1. Background</b>	
1.1 Background SADC	<p>The Southern African Development Community (SADC) was formed in 1980 as the “Southern African Development Co-operation Conference” (SADCC) by nine of the current Member States. On 17 August 1992 in Windhoek, Namibia, the SADCC was transformed into SADC with the signing of the SADC Declaration and Treaty. SADC currently has 16 Member States: Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia and Zimbabwe. SADC has a combined population of approximately 360 million and a Gross Domestic Product (GDP) of more than 700 billion (2019).</p> <p>SADC has a long-term Vision of a regional community that has a common future and that will ensure social-economic well-being, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the people of Southern Africa, as enshrined in the Treaty. In particular, by 2050, SADC envisions a peaceful, inclusive, middle to high income industrialised region, where all citizens enjoy sustainable economic well-being, justice and freedom. This SADC Vision 2050 is expressed in three Pillars: Industrial Development and Market Integration; Infrastructure</p>

	<p>Development in Support of Regional Integration; and Social and Human Capital Development, and built on a firm foundation of Peace, Security and Good Governance.</p> <p>The Treaty aims are implemented through agreements including Protocols that are legally binding international agreements committing the Member States to the objectives and specific procedures stated within them. Currently, SADC has a number of Protocols, including the Protocol on Finance and Investment (2006, which was amended in 2016); the Protocol on Trade (1996); the Protocol on Mining (1997); the Protocol on Trade in Services (2012); and the Protocol on Industry (2019).</p> <p>Through these protocols, the SADC envisage to eliminate barriers to intra SADC trade, eliminate import and export duties, quantitative restrictions on exports and imports and all other non-tariff barriers to trade, and remove any obstacles to the free movement of labour, goods and services.</p> <p>In particular, the Finance and Investment Protocol intends to increase cooperation, coordination and management of macroeconomic, monetary and fiscal policies and establishment of macroeconomic stability as a precondition to sustainable economic growth and for the creation of a monetary union in the Region. This would be achieved through coordination amongst central banks on investments and exchange controls, harmonization of legal and operational frameworks, facilitation of regional foreign direct investments, cooperation in regional and capital markets and establishment of a regional clearing and settlement system amongst others. The Protocol on Finance and Investment is an important regional investment facilitation tool as it provides investors with the ability to, among other things, consider tax regimes in making their investment decisions.</p> <p>There are additional strategic documents that guide SADC's activities towards regional integration including the Regional Indicative Strategic Development Plan (RISDP 2020-2030) which is underpinned by the SADC vision 2050 and set out the strategic objectives to be accomplished and the foundation of the integration.</p> <p>The RISDP outlines the need for promoting the development of sound investment policies in Member States, to improve the investment climate and enhance the levels of intra-SADC and foreign direct investment in the region. This objective is supported by a similar objective aimed at enhancing cooperation in taxation and related matters, including tax information sharing; capacity building for Tax Administrations; and to develop common approaches and policies to the application and treatment of tax incentives and negotiation of tax agreements. This is in recognition that investors, among other things, consider tax regimes in making their investment decisions. The RISDP also highlights the enhancement of monetary cooperation to</p>
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	<p>reform the SADC banking system and harmonization of banking regulatory frameworks. Furthermore, development and strengthening of the financial and capital markets are critical to facilitate free movement of capital and mobilization of financial resources for the promotion of growth and development in the region.</p> <p>The Community is supported by the SADC Secretariat that is located in Gaborone, Botswana. SADC is a consensus-based organisation, and the Secretariat is the principal executive institution of SADC. For further information see <a href="http://www.SADC.int">www.SADC.int</a>.</p>
1.2 Background – SIBE Programme	<p>The Support to Improving Investment and Business Environment (SIBE) Programme is a five-year Programme, implemented by the Finance, Investment and Customs (FIC) Directorate and financed to the tune of €14 million by the EU under the 11th European Development Fund (EDF). Financing Agreement and the Contribution Agreement were signed in June 2019 and August 2019, respectively. The Programme will be implemented over a period of 55 months from the date of signature of the Agreements. The Programme is implemented by the SADC Secretariat and covers all the 16 SADC Countries.</p> <p>The overall objective of the Programme is to achieve sustainable and inclusive growth and support job creation through the transformation of the region into a SADC investment zone and promoting intra-regional investment and Foreign Direct Investment (FDI) in the SADC region, in particular for Small and Medium Enterprises (SMEs).</p> <p>The specific objective of the SIBE Programme is to develop the region into a SADC investment zone, promoting intra-regional investment and FDI in the SADC region, in particular for SMEs.</p> <p>The Programme focuses its support on the following Results Areas (RAs):</p> <p><b>RA1 - An enabling investment policy framework across SADC Member States is supported</b></p> <p>This result area covers the following main activities:</p> <ul style="list-style-type: none"> <li>• Set-up a dialogue at regional level on improving investment and business environment in SADC;</li> <li>• Provide ad-hoc support to Member States in developing structured public-private dialogue mechanisms for improving investment and business environment in SADC;</li> <li>• Harmonise SADC Member States' investment and business environment related laws and regulations; and</li> <li>• Enhance the SADC Tax regime in support of a conducive investment and business environment.</li> </ul>

	<p><b>RA2 - Enhanced integration of financial markets in the SADC region is promoted</b></p> <p>Under this Result area, the programme will assist in:</p> <ul style="list-style-type: none"> <li>• Developing financial markets in the SADC region</li> <li>• Developing policies and strategies to address risks to financial stability at regional and national levels; and</li> <li>• Strengthening SADC Real Time Gross Settlement System (SADC-RTGS), Committee of Insurance, Securities and Non-Banking Authorities (CISNA), Committee of SADC Stock Exchanges (CoSSE), the SADC Committee of Central Bank Governors (CCBG) and the SADC Banking Association (SADC BA).</li> </ul> <p><b>RA3 - Enhanced financial inclusion is supported</b></p> <p>This Result Area focuses on developing proper and specific action plans aimed at reducing costs of remittances and developing financial products for SMEs. In particular, SIBE will support the following main activities:</p> <ul style="list-style-type: none"> <li>• Develop and implement Financial Inclusion Strategies;</li> <li>• Identify key financial inclusion regulatory areas for harmonisation and capacity building; and</li> <li>• Monitor Status of and Progress on Financial Inclusion in the Region.</li> </ul> <p>The Programme management structure is composed by a Task Manager, the Senior Programme Officer – Finance and Investment under the operational oversight and guidance of the Director of Finance, Investment and Customs (FIC).</p> <p>The SADC Secretariat has contracted a consortium composed of FinMark Trust, GFA Consulting Group and Southern Africa Trust, under a Service Contract for a Technical Assistance including the provision of one Long Term Expert to coordinate and manage the implementation of activities across the 3 result areas, and a pool of Long and Short-Term Experts.</p> <p>The Terms of Reference (ToRs) is a request for the provision of consultancy services to the SIBE Programme to carry out an assignment to “Identify priorities and develop timelines for harmonization of financial inclusion policy frameworks and build the capacity of Member States in identified areas of financial inclusion”.</p>
1.3 Background - this Assignment	<p>This Assignment is being commissioned under <b>SIBE KRA 3 “Enhanced financial inclusion is supported”, Activity 3.2 “Identification of key financial inclusion regulatory areas for harmonisation and capacity building”</b>.</p>

	<p>The SADC Council of Ministers in September 2016 approved the SADC Strategy on Financial Inclusion and SME Access to Finance (the Strategy) as a means to guide the financial inclusion agenda in all SADC Member States. The Implementation Plan was approved by Ministers in July 2018, thus paving a way for the implementation of activities whilst also providing a basis for Member States to mainstream the implementation plan in their national plans and budgets. The Strategy on Financial Inclusion and SME access to finance is also intended to assist Member States to develop their own Strategies and programmes aimed at empowering the SMEs, youth and women to participate and contribute to economic activity.</p> <p>The primary orientation of the SADC 2016 Strategy on Financial Inclusion and SMEs Access to Finance is to support SADC Member States in the development and implementation of their own National Financial Inclusion Strategies. The Strategy complements and strengthens country strategies by providing a benchmark document that can be referenced and enhances integration and support. As such, the Strategy is regional in nature and aligns with the aspirations of the Regional Indicative Strategic Development Plan (RISDP) 2020-2030 and the SADC Industrialisation Strategy and Roadmap. The target audience for this Strategy is primarily national and regional stakeholders working to address regulatory and supply-side constraints to financial inclusion. It is envisioned that this Strategy will provide an overview of the context in SADC and assist in coordinating efforts around a common vision and goal under the leadership of the SADC Secretariat.</p> <p>The Strategy puts emphasis on two pillars: (i) Digitisation based on strong payment systems and (ii) building credit markets. The main objective is to improve access, uptake and utilisation of quality financial services and products for consumers and small and medium enterprises (MSMEs) in the SADC region for effective participation in the SADC integration agenda.</p> <p>Overall, financial inclusion in the SADC region is relatively low and varies widely across countries. In total, 68% of adults in the region are financially included (i.e. for both formal and informal financial products/services) against the objective of 75% by 2021. In March 2021 a Financial Inclusion Subcommittee was established to coordinate the work on financial inclusion and ensure synergies among the structures dealing with financial inclusion across the region.</p> <p>The SADC Annual Financial Inclusion Forum and the SADC Gender Workshop which seek to promote women financial inclusion continues to be two important platforms in the region, for peer-to-peer learning and exchange of experiences among key financial inclusion stakeholders. These events also provide an opportunity to learn from other international stakeholders that have made strides in the financial inclusion and gender awareness space. The interactive</p>
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	<p>nature of these events makes it ideal for experience sharing and peer-to-peer-learning.</p> <p>The regulatory and institutional deficiencies in the identification of priorities by SADC economies remains important because of the growing importance of financial inclusion in the region. It is therefore critical to harness the benefits of instituted regulatory reforms in Member States through the strategic enacting of more friendly regulations at regional and national level. It is also important to identify key financial inclusion regulatory areas for harmonisation and capacity building for the region, which is the basis for this assignment.</p>
<b>2. Description of the Assignment</b>	
2.1 Global objective	<p><b>The global objective</b> of the Assignment is to contribute to achieving sustainable and inclusive economic growth, support job creation through inclusion of all players in the economy, particularly the previously excluded and disadvantaged, such as women, youth and SMEs. This is also in support of the industrialisation agenda in the SADC region which foresees the enhancement of financial inclusion at regional and national level. This, financial inclusion is a critical vehicle to achieving industrialisation, economic inclusivity, and growth.</p> <p>Financial Inclusion is also an essential instrument for increasing production for small enterprises and eventually increasing household income. Focus on financial is also essential to enabling governments to meet their developmental goals, especially on expanding and improving the quality of financial inclusion, which is one of the 2030 Sustainable Development Goals (SDGs).</p> <p>Individual Member State Strategies are designed to facilitate the growth of financial inclusion and are established to:</p> <ul style="list-style-type: none"> <li>• establish a shared vision for the financial sector;</li> <li>• define guiding principles for the development of inclusive finance in Member States;</li> <li>• stipulate the core elements needed to promote financial inclusion;</li> <li>• define the role of stakeholders in implementing the individual Member States strategies;</li> <li>• define strategic interventions and action plans; and</li> <li>• coordinate the activities of sectors during implementation.</li> </ul>
2.2 Specific objectives	<p><b>The specific objective</b> of the Assignment is to identify priorities and long-term financial inclusion solutions for financial sector professionals and policy makers in the SADC region, as well as to develop timelines for harmonization of policy, legal and regulatory</p>

	frameworks; and to build the capacity of Member States in the identified areas of financial inclusion. The assignment is aimed at ensuring the transference of knowledge by providing capacity building on regulatory and supervisory framework in the SADC region whilst also providing capacity building to the relevant financial inclusion stakeholders in identified areas of financial inclusion.
2.3 Requested services	<p>The STE is expected to develop timelines for harmonization of financial inclusion policy (including legal and regulatory) frameworks in the region, and to build the capacity of Member States in identified areas of financial inclusion. The STE will specifically, but will not be limited to:</p> <ul style="list-style-type: none"> <li>• Identify and assess the existing policy, regulatory and supervisory framework pertaining to financial inclusion in the SADC region both at regional and national levels and propose concrete recommendations to address the identified gaps. This exercise shall consider the following (non-exhaustive) thematic areas: digital financial inclusion, FinTech, retail payments, remittances, Know Your Customer (KYC), consumer protection, cyber-security, financial literacy, interoperability, competition policy, AML/CFT financial inclusion related standards, mobile money, branchless banking, postal services, formal and informal savings groups, loan access and conditions governing access to loans, digital financial services and digital literacy etc.</li> <li>• Through a consultative process and in line with good practises in the financial inclusion space as well as benchmarking with other RECs, identify key financial inclusion regulatory areas for harmonisation and capacity building. Priority should be given to areas addressing issues around the 4th Industrial Revolution (4IR) and post-COVID-19 pandemic scenarios and their potential implications for the financial inclusion framework.</li> <li>• Based on the identified areas for harmonisation and capacity building, develop guidelines, principles, standards and framework for financial inclusion policy, regulatory and supervisory in the SADC region. In consultation with the relevant stakeholders, develop at least two frameworks.</li> <li>• Facilitate the convening of a validation workshop with SADC Member States to discuss the findings, approve the proposed financial inclusion training proposal, regulatory and supervisory frameworks and agree on the way forward.</li> <li>• Back-to-back with the regional and technical validation workshop, build the capacity of Member States on the identified areas of harmonisation.</li> </ul>

	<p>The services will be delivered in five separate but interrelated Parts. It should be noted that the timing below is indicative and may be subject to change.</p> <p><b>PART 1</b> – Inception and planning – estimated at 10 working days remotely by agreement.</p> <p><b>PART 2</b> – Data collection remotely from selected Member States and/or FIP substructures – for a total of 40 working days.</p> <p><b>PART 3</b> – Data analysis and submission of the Draft Report of the assignment in line with the requested services listed above – estimated at 40 working days remotely by agreement.</p> <p>A gap of at least 5 weeks is required at the end of Part 3 to enable the Draft Report and training material to be translated into French and Portuguese. <b>This is a non-remunerable pause break in the Assignment.</b></p> <p><b>Part 4</b> – Facilitation of one workshop of five days with Member States – estimated at 10 working days remotely, including two (2) days for planning and three (3) days for reporting on the validation workshop.</p> <p><b>Part 5</b> – Finalisation of the Report to incorporate issues raised during the workshop and a brief End of Assignment Report (EoAR – estimated at 10 working days remotely by agreement.</p> <p><b>Notes</b> - As all the parts of the Assignment are interconnected, it would be damaging for the contracted STE to fail to complete all of the Parts, so whilst some flexibility will be possible with regard to the timing of the Parts of the Assignment, it is important that the contracted STE is available for all Parts.</p> <p>The working days required are estimated and these may need to be adjusted in line with experience during the Assignment, i.e. between the various parts. <b>However, the total maximum days of 110 will not be changed.</b></p>
2.4 Deliverables	<p>The STE will provide the following deliverables:</p> <ul style="list-style-type: none"> <li>• <b>Inception Report:</b> a detailed workplan, timeframe and approach to undertake the assignment; and a record of the discussions in the Inception Report presentation</li> <li>• <b>Data collection and analysis</b></li> <li>• <b>Draft report of the assignment</b> with annexes reflecting the analysis of the data and information collected during the data collection phase and detailing the result of the assignment;</li> <li>• <b>Validation and training Workshop Report;</b></li> <li>• <b>Final report:</b> a detailed result of the study in line with the objectives and expected result and scope of the assignment considering issues raised during the workshop and comments</li> </ul>

	<p>from the SIBE Task Manager. The Final report should cover at least the following areas:</p> <ul style="list-style-type: none"> <li>- Executive Summary;</li> <li>- Objectives;</li> <li>- Scope and Methodology;</li> <li>- Analysis and Findings;</li> <li>- Lessons Learned; and</li> <li>- Conclusions and Recommendations.</li> </ul> <p><b>Note:</b> All deliverables will be the property of the SADC Secretariat.</p>
2.5 Management	<p>The STE will be under the day-to-day supervision of and will report through the SIBE Programme Coordinator to the Task Manager/SPO Finance and Investment.</p>
2.6 Methodology	<p><b>PART 1: INCEPTION – 10 FEE DAYS</b></p> <p>This Part will begin with an inception and assimilation phase, including a kick-off meeting for the Secretariat to brief the STE and to discuss the Assignment as a whole.</p> <p>During this phase the STE is expected to become conversant with</p> <ul style="list-style-type: none"> <li>• the SADC Vision 2050 and RISDP 2020-2030;</li> <li>• the SADC Protocol on Finance and Investment;</li> <li>• the SADC Industrialisation Strategy and Roadmap (2015-2063) and its Action Plan;</li> <li>• the SADC Strategy for Financial Inclusion and SMEs Access to Finance and its Action Plan;</li> <li>• the CCBG Strategic Focus Areas pertaining to Financial Inclusion;</li> <li>• the Strategic Plans and Key Initiatives of FIP Substructures who are contributing to enhance Financial Inclusion in the region (CISNA, CoSSE, SADC DFRC/DFIs, CCBG);</li> <li>• the SADC Mobile Money Guidelines; and</li> <li>• the ongoing developments on regional Public Key Infrastructure (PKI) which is linked to Digital Financial Identity, and on SADC Guidelines for Mobile Financial Services (SADC ICT Infrastructure activity).</li> </ul> <p>The STE will complete a brief inception report including methodology for the assignment and make an inception Presentation of the report to the Secretariat and stakeholders; after the presentation, the STE will finalise the Inception Report, incorporating the comments from the meeting and any subsequent comments, and submit the final report to the SIBE Programme Coordinator. <b>The STE should not wait for formal approval of the Inception Report but should</b></p>

	<p><b>proceed to the stakeholder engagement and data collection whilst awaiting adoption of the Inception Report.</b></p> <p><b>PART 2: DATA COLLECTION – 40 FEE Days</b></p> <p>This part will be focussed on data collection from Member States and relevant FIP substructures.</p> <p><b>PART 3: DRAFT REPORT OF THE ASSIGNMENT - 40 FEE DAYS</b></p> <p>During this Part the STE will proceed with the analysis of the data and information collected during the previous phases.</p> <p>The STE should produce a detailed and comprehensive draft report of the assignment. The detailed draft report should be consistent and aligned with the objectives and the requested services of the assignment as provided in Section 2.3.</p> <p>A gap of at least 5 weeks is required at the end of Part 3 to enable the training materials to be translated into French and Portuguese. <b>This is a non-remunerable pause break in the Assignment.</b></p> <p><b>PART 4 – VALIDATION AND TRAINING WORKSHOP – 10 FEE Days</b></p> <p>During this Part the STE will facilitate one validation and training workshop of ten days for approximately 32 participants from Member States. The cost related to the convening of the virtual workshop (translation and interpretation) will be the responsibility of the SADC Secretariat.</p> <p><b>PART 5 – FINAL REPORT – 10 FEE DAYS</b></p> <p>The STE should continue improving and updating the report to include a detailed result of the review in line with the objectives and expected result and scope of the assignment, considering issues raised during the workshop and comments from the Programme Coordinator and SIBE Task Manager.</p>				
<b>3. Resources allocated</b>					
3.1 Resources from the Technical Assistance contract					
	Part 1	Part 2	Part 3	Part 4	Part 5
Up to 110 STE days	10	40	40	10	10
	It is expected that the assignment will be executed by remote/virtual means. If it becomes necessary, the STE is expected to arrange his/her own transport in the locations of the Assignment.				
3.2 Other related resources allocated from the SADC-SIBE budget					

Workshop budget	The workshop will be held as part of work under <b>RA 3.2</b> funding
Translation of documents	<p>The translation of documents will be arranged by SADC secretariat separately.</p> <p><b>It should be noted that a minimum of 5 weeks is required from the hand-over of materials for translation until the validation workshop.</b></p>
Interpretation	Interpretation when/if necessary will be arranged by SADC secretariat separately.
<b>3.3. Expert profile</b>	
Qualifications and skills	<ul style="list-style-type: none"> <li>• Master's degree or equivalent in a field related to the assignment such as Economics, Finance, Banking, Law and additional 10 years of related professional experience. A first-level university degree in combination with at least 15 years qualifying experience may be accepted in lieu of the advanced university degree.</li> <li>• Excellent written and communication skills in English.</li> </ul>
General professional experience	<ul style="list-style-type: none"> <li>• Minimum 10 years of professional experience in the area of financial inclusion policy and regulatory space.</li> <li>• Demonstrated research experience and ability to interpret and synthesize information.</li> </ul>
Specific professional experience	<ul style="list-style-type: none"> <li>• At least 10 years' Experience in developing financial inclusion policy and regulatory framework.</li> <li>• Experience in delivering training and facilitating workshop.</li> <li>• Experience of working in emerging/developing countries and particularly in the SADC region will be considered as an asset.</li> <li>• Knowledge of the issues and challenges in the regional financial inclusion space will be considered as an asset.</li> <li>• Fluency and exceptional drafting and reporting skills in English is required.</li> </ul>
	The STE is expected to utilise his/her own laptop computer and cellular telephone.
<b>4. Location duration and planning</b>	
4.1 Location of work	The Assignment will be carried out remotely by agreement.

4.2 Duration	<p>The indicative expected start date is <b>1 August 2021</b>.</p> <p>The indicative expected end date is <b>28 February 2022</b></p>
4.3 Working week	<p>The working week is from Monday to Friday, except in the case of official holidays or SADC closure days as recorded in Annex 1.</p> <p>Weekends are not normally considered as working days unless specifically requested and confirmed in advance in writing by the SADC Secretariat. However, due to the timing of the training events some weekend dates are utilised in Part 4.</p>
<b>5. Reporting</b>	
5.1 Language	The Assignment language and all reporting shall be in English
5.2 Progress reporting	<p><b>Submission and approval procedure for inception and progress reports</b></p> <p>All written reports shall be submitted in soft copy by email, with Arial font size 12, in a format provided by the Consortium to the STE and shall include deliverables as Annexes.</p> <p>The soft copy must not be in PDF format preventing formatting.</p> <p>All reports will be submitted to the Consortium through the Programme Coordinator for quality control; then they will be submitted to the Result Area (RA) manager for preliminary endorsement, who will then submit them to the SIBE Task Manager with recommendations for approval. Comments to the reports, if any, will be communicated in writing to the STE within 10 working days of receipt of each report.</p> <p><b>Part 1 - Inception report and presentation</b></p> <p>The STE will complete an Inception Report and submit it by the end of Part 1. The Report will include a methodology for the Assignment.</p> <p>At the end of Part 1 the STE will make a brief Power Point presentation to the Secretariat of the inception report.</p> <p>Note: this presentation is a deliverable and, together with a record of the discussions in the presentation meeting, should be annexed to the Report. The Inception Report will be submitted by the STE to the Consortium through the Programme Coordinator, copied to the Secretariat. The Consortium, through the Programme Coordinator, will formally submit it to the SADC Secretariat (SPO Finance and Investment) for approval.</p> <p>After submission, the Secretariat will consider the report and provide any feedback within 5 working days.</p> <p><b>Parts 2 &amp; 3 &amp; 4 – Progress report</b></p>

	<p>At the End of Parts 2 &amp; 3 &amp; 4, the STE will submit a progress reports within 2 working days at the end of each Part.</p>
5.3 End of Assignment Reporting	<p><b>Part 5 - End of Assignment Report (EoAR) and presentation</b></p> <p>The STE will submit the EoAR for approval at the completion of the Assignment. The report shall be submitted in the format provided and will include the following:</p> <ul style="list-style-type: none"> <li>• An executive summary of the whole Assignment.</li> <li>• List of activities carried out during the Assignment.</li> <li>• Any recommendations for further support to the beneficiary.</li> <li>• As Annexes, all deliverables produced.</li> <li>• In addition to the report at the end of Part 5 the STE will make a PowerPoint presentation to the Secretariat of the EoAR on the last day of the assignment. The presentation is a deliverable and should be annexed to the EoAR.</li> </ul> <p><b>EoAR Submission and approval procedure:</b></p> <ul style="list-style-type: none"> <li>▪ After end of assignment, EOAR will be submitted by email to the Consortium through the Programme Coordinator for quality control and submitted to the RA manager for technical comment for the STE. Technical comments will be issued within 10 working days.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ The STE shall address all the technical comments within 15 (non-remunerable) calendar days of receiving comments and submit the final EoAR to SADC for final technical and administrative approval. If no comments are issued by SADC within one month since submission, the EOAR will be deemed satisfactory.</li> <li>▪ Upon acceptance (or if the one-month period has elapsed since submission without comments being issued), the EoAR shall be submitted to the RA manager and the SIBE Task Manager, through the Programme Coordinator for administrative approval;</li> <li>▪ The Assignment will not be considered to be complete until the approval of the SIBE Task Manager to the EoAR has been obtained.</li> <li>▪ The EoAR shall be delivered in soft copy. The soft copy shall include deliverables produced as annexes. The soft copy must not be in pdf format preventing formatting.</li> </ul>
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## 6. Administrative Information

Timesheets	<p>The STE will complete a monthly timesheet according to the template provided, recording days worked.</p> <p>Fees will be due only for working days recorded in timesheets that are countersigned by:</p> <ul style="list-style-type: none"> <li>- SIBE Coordinator</li> <li>- RA Manager</li> <li>- SIBE Task Manager</li> </ul>
Travel approval forms	Not applicable. The assignment is executed on a remote and virtual basis
Travel support documents	Not applicable. The assignment is executed on a remote and virtual basis

## 7. Endorsement

<b>SIBE Programme Coordinator</b>	<b>RA Manager</b>	<b>Task Manager</b>	<b>Director-Finance, Investment and Customs</b>
Mike Nyamazana	Rado H. Razafindrakoto	Mario Lironel	S.L. Mtonakutha
Signature:	Signature:	Signature:	Signature:

.....  Date: .....	.....  Date: .....	.....  Date: .....	.....  Date: .....
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## **ANNEXES TO TOR 0292/RA 3.2**

ANNEX 1. Experts scoring grid

ANNEX 2: Botswana official holiday 2021-22 (non-working/fee days)

ANNEX 3: Gantt chart

ANNEX 4: Estimated budget

**ANNEX 1.**  
**Experts scoring grid**

Qualifications and Experience STE1	Points*
Qualifications and skills:	15
Master's degree or equivalent in a field related to the assignment such as Economics, Finance, Banking, Law and additional 10 years of related professional experience. A first-level university degree in combination with at least 15 years qualifying experience may be accepted in lieu of the advanced university degree.	10
Excellent written and communication skills in English.	5
General professional experience:	30
Minimum 10 years of professional experience in the area of financial inclusion policy and regulatory space.	20
Demonstrated research experience and ability to interpret and synthesize information.	10
Specific professional experience:	50
Experience in developing financial inclusion policy and regulatory framework.	20
Experience in delivering training and facilitating workshop	15
Experience of working in emerging/developing countries and particularly in the SADC region will be considered as an asset.	5
Knowledge of the issues and challenges in the regional financial inclusion space will be considered as an asset.	5
Fluency and exceptional drafting and reporting skills in English is required.	5
Score	100



## ANNEX 2: Botswana official holiday 2021 -2022<sup>1</sup>

Date	Day	Occasion
1 January	Friday	New Year's Day
2 April	Friday	Good Friday
3 April	Saturday	Public Holiday
5 April	Monday	Easter Monday
1 May	Saturday	Labour Day
13 May	Thursday	Ascension Day
1 July	Thursday	Sir Seretse Khama Day
19 July	Monday	President's Day
20 July	Tuesday	Public Holiday
30 September	Thursday	Botswana Day
1 October	Friday	Public Holiday
25 December	Saturday	Christmas
26 December	Sunday	Boxing Day
27 December	Monday	Public Holiday
1 January 2022	Saturday	New Year's Day
3 January 2022	Monday	Public Holiday

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<sup>1</sup> The holiday dates are indicative and subject to confirmation by the Government of the Republic of Botswana.

### ANNEX 3:

#### Gantt Chart

	Wk1	Wk2	Wk 3	Wk 4	Wk5	Wk6	Wk7	Wk8	Wk9	Wk10	Wk11	Wk12	Wk13	Wk14	Wk15	Wk16	Wk17	Wk18	Wk19	Wk20	Wk21	Wk22	Wk23	Wk24	Wk25	
	Aug - 21					Sep-21				Oct21				Nov-21				Dec-21			Jan-22				Feb-22	
Inception period																										
Data Collection																										
Data Analysis & Report Submission																										
Translation of documents																										
Planning for validation workshop																										
Validation workshop & Report																										

## **ANNEX 4. Estimate budget**