

NOTE FOR PROSPECTIVE CONSULTANTS:

- If you are interested in submitting your CV for this assignment, kindly email 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

Terms of Reference (ToR) for Recruitment of Short-Term Expert (STE)	
Title of Assignment:	Consultancy to Develop Market Conduct and Guidelines on Financial Consumer Protection for SADC in line with international best practice.
Reference no.:	ToR 0292/RA 3.3
Activity Code:	IN. 0292.3.3.6 “STE inputs”
Responsible SADC SPO:	Mr. Mário Lironel, Senior Programme Officer – Finance and Investment (Task Manager)
Date of issue:	XXXXXX
1. Background	
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 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 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</p>
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	<p>Secretariat is the principal executive institution of SADC. For further information see www.SADC.int.</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>RA1 - An enabling investment policy framework across SADC Member States is supported</p> <p>This result area covers the following main activities:</p> <ul style="list-style-type: none"> i. Set-up a dialogue at regional level on improving investment and business environment in SADC; ii. Provide ad-hoc support to Member States in developing structured public-private dialogue mechanisms for improving investment and business environment in SADC; iii. Harmonise SADC Member States' investment and business environment related laws and regulations; and iv. Enhance the SADC Tax regime in support of a conducive investment and business environment. <p>RA2 - Enhanced integration of financial markets in the SADC region is promoted</p> <p>Under this Result area, the programme will assist in:</p> <ul style="list-style-type: none"> i. Developing financial markets in the SADC region ii. Developing policies and strategies to address risks to financial stability at regional and national levels; and iii. Strengthening SADC Real Time Gross Settlement System (SADC-RTGS), Committee of Insurance, Securities and Non-Banking Authorities (CISNA), Committee of SADC Stock Exchanges

	<p>(CoSSE), the SADC Committee of Central Bank Governors (CCBG) and the SADC Banking Association (SADC BA).</p> <p>RA3 - Enhanced financial inclusion is supported</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"> i. Develop and implement Financial Inclusion Strategies; ii. Identify key financial inclusion regulatory areas for harmonisation and capacity building; and iii. Monitor Status of and Progress on Financial Inclusion in the Region. <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 “Develop Market Conduct and Guidelines on Financial Consumer Protection for SADC in line with international best practice”.</p>
1.3 Background - this Assignment	<p>This Assignment is being commissioned under SIBE RA 3 “Enhanced financial inclusion is supported”, Activity 3.3 “Monitoring of Status of and Progress on Financial Inclusion in the Region”.</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, which is now under review, is, among others, to provide guidance on issues that have emerged as a result of the consolidation of the financial inclusion agenda in the region.</p> <p>New innovations in the financial sector have brought about new products and technologies that are often not adequately communicated to the consumers in terms of what to expect and what the benefits and cautions</p>

	<p>are. Innovations in financial inclusion sometimes lack transparency with regard to expectations and thus elude the very consumer they are meant to assist. Guidance is thus fundamental in ensuring meaningful financial inclusion in the region as foreseen by the SADC Strategy on Financial Inclusion and SME access to finance.</p> <p>In emerging economies such as those of the SADC region, universal financial access has assumed greater importance and has encouraged policy makers to focus not only on the supply side but also on the demand side interventions so as to ensure transparency. This necessarily requires reliable and available data that will allow policy makers to investigate any technology related risks such as cyber security, which may threaten consumer safety. In as much as it is the ultimate desire to improve financial inclusion and access in Member States, the challenges of misinformation and incomplete information remain real. It is thus important to ensure that the general public is fully protected against unscrupulous and predatory practices in the financial sector.</p> <p>Notwithstanding that the currently under review SADC Strategy on Financial Inclusion seeks to interrogate all aspects of the financial sector, emphasis is on two pillars: (i) Digitisation based on strong payment systems and (ii) building credit markets. The main objective being 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. Nonetheless, the general approach to financial inclusion should be systemic in order to ensure financial sector integrity and consumer protection. Financial inclusion should be about ensuring that financial services are not just accessible to all but also that policy objectives encourage responsible and sustainable delivery of services. In addition, the approach to financial inclusion should be holistic and must form part of a compendium of complementary development programs of financial education and poverty alleviation programs aimed at making a positive change to the lives of the previously excluded.</p> <p>Although impressive strides have been attained to improve access in the region, it still falls short of the objective of 75% overall adult inclusion by 2021, (i.e. for both formal and informal financial products/services). The establishment of the Financial Inclusion Subcommittee in March 2021 to coordinate the work on financial inclusion and to ensure synergies among the structures dealing with financial inclusion across the region, is a positive development as it creates a structure that can track progress and strive for accountability in the provision of financial services in the region.</p> <p>The building of responsible credit markets, even in the quest for inclusivity of access, requires joint effort between private sector, key players and the regulators in the market, as this would lead to a financially stable credit market. Transparency and access to information can go a long way in ensuring that the consumer is adequately protected, regardless of the mode of information delivery. The regulatory and institutional deficiencies in the identification of priorities by SADC economies remain important</p>
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	<p>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 development, enactment and implementation of more friendly regulations at regional and national level. It is also important to provide a strategic document that will guide the financial sector in ensuring consumer protection guidelines that are in line with international best practices for the region, which is the basis for this assignment.</p>
2. Description of the Assignment	
2.1 Global objective	<p>The global objective 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 and access to information. 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 and access to finance by SMEs as a vehicle to achieving the industrialisation.</p> <p>The link between financial development and economic growth has been the subject of significant focus and research in financial sector policy and thus requires that it be systemic in order to ensure financial integrity and consumer protection. Financial Inclusion should be about ensuring that financial services are not just accessible to all but also that policy objectives encourage responsible and sustainable delivery of services. Financial Inclusion is also an essential instrument for increasing production for small enterprises and eventually increasing household income. Focus on financial inclusion 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>Notably the SADC Financial Inclusion Implementation Plan, which was approved by Ministers in 2018, foresees the improvement of capacity for financial service providers to develop appropriate financial services and products in the region to ensure the provision of suitable products and services for the poor and the SMEs. There is, therefore, need to continuously engage the targeted sectors of the economy to ensure efficient information flow to support inclusive growth in the region. The emergence of new technologies also brings its own level of risk if consumers are not properly guided, hence the need for a document that will guide both the consumer and the regulator to ensure information symmetry.</p> <p>The Consumer Guidelines are intended to complement individual Member States' own Financial Inclusion Strategies, where available, and other Financial Inclusion literature that is currently available in the region.</p>

	<p>Considering that Member States are at different levels of financial sector development, including a varying array of products and services, the Regional Consumer Guideline is intended as a reference document.</p> <p>In particular, SADC Member States are encouraged to develop their own National Strategies, which are designed to facilitate the growth of financial inclusion and are established to:</p> <ul style="list-style-type: none"> • establish a shared vision for the financial sector; • define guiding principles for the development of inclusive finance in Member States; • stipulate the core elements needed to promote financial inclusion; • define the role of stakeholders in implementing the individual Member States strategies; • define strategic interventions and action plans; and • coordinate the activities of sectors during implementation. <p>The proposed Guidelines will, therefore, be complementary to the efforts of Member States to enhance financial inclusion.</p>
2.2 Specific objectives	<p>The specific objective of the Assignment is to develop guidelines for financial consumer protection in the SADC region, in line with international best practice. The assignment is aimed at ensuring support to digital financial inclusion and inclusive growth in the region. The Guidelines are expected to contribute to: (i) building trust in the formal financial sector; (ii) increasing accountability through transparency and contribution to a healthy and competitive financial sector; and (iii) promoting financial literacy as well as responsible and inclusive finance through provision of information that enables consumers to make informed decisions on available financial services.</p>
2.3 Requested services	<p>The Short-term Expert (STE) is expected to develop regional guidelines on financial consumer protection in line with international best practice, and is expected to specifically carry out but will not be limited to the following:</p> <ul style="list-style-type: none"> • Identify and assess any existing policy on consumer information, regulatory and supervisory framework pertaining to data and consumer protection in Member States; • Assess available institutional arrangements pertaining to enforcement of consumer policies; • Assess the level of understanding of hidden clauses and availability of local language translation in financial product and service contracts; • Assess disclosure format, recourse, rights and processes; • Assess the level of inclusivity in cost determination;

	<ul style="list-style-type: none"> • Provide an update on overall market, regulatory and demand side context; • Assess the level of financial market conduct and information availability; • Assess market developments and available products; • Assess developments in financial services market; • Conduct an integrated analysis of demand side information across the financial sector in Member States; • Assess and analyse the products offered by different financial sector providers and the relevant regulatory frameworks and its implications for market development; • Develop a Regional Guideline on financial consumer protection which will include, among others: <ul style="list-style-type: none"> ○ policy recommendations, solutions and tools addressing the different aspects of financial consumer protection: dispute and complaints resolution procedures, market conduct supervision, disclosure and transparency (data protection), etc. ○ a standard approach and offer insights on good practises for policy makers, regulators, financial services providers and civil society; based on the specific context of the region. • Facilitate the convening of a validation workshop with SADC Member States to discuss the findings and the guide, approve the proposed Guidelines and agree on the way forward. <p>Most importantly, in undertaking his assignment, the STE should thorough update and review the findings of the previous research on Consumer Protection in SADC which was commissioned by FinMark Trust in 2015/16.</p> <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>PART 1 – Inception and planning – estimated at 10 working days remotely by agreement.</p> <p>PART 2 – Data collection remotely from Member States financial sector and and/or FIP substructures, including consumer bodies in Member States – for a total of 40 working days.</p> <p>PART 3 – Data analysis and submission of the Draft Report of the assignment in line with the requested services listed above – estimated at 35 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. This is a non-remunerable pause break in the Assignment.</p>
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	<p>Part 4 – Facilitation of one validation and training 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>Part 5 – Finalisation of the Report to incorporate issues raised during the workshop and a brief End of Assignment Report (EoAR – estimated at 15 working days remotely by agreement).</p> <p>Notes - 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. However, the total maximum days of 110 will not be changed.</p>
2.4 Deliverables	<p>The STE will provide the following deliverables:</p> <ul style="list-style-type: none"> • Inception Report: a detailed work plan, timeframe and approach to undertake the assignment; and a record of the discussions in the Inception Report presentation • Data collection and analysis • Draft report of the assignment with annexes reflecting the analysis of the data and information collected during the data collection phase and detailing the result of the assignment; • Validation and training Workshop Report; • Final report: 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 from the SIBE Task Manager. <p>Note: 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>PART 1: INCEPTION – 10 FEE DAYS</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"> • the SADC Vision 2050 and RISDP 2020-2030;

	<ul style="list-style-type: none"> • the SADC Protocol on Finance and Investment; • the SADC Industrialisation Strategy and Roadmap (2015-2063) and its Action Plan; • the SADC Strategy for Financial Inclusion and SMEs Access to Finance and its Action Plan; • 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); • the SADC Mobile Money Guidelines; and • 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). <p>The STE will complete a brief inception report including the 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. The STE should not wait for formal approval of the Inception Report but should proceed to the stakeholder engagement and data collection whilst awaiting adoption of the Inception Report.</p> <p>PART 2: DATA COLLECTION – 40 FEE Days</p> <p>This part will be focussed on data collection from relevant Member States Financial Sector Institutions and consumer bodies.</p> <p>PART 3: DRAFT REPORT OF THE ASSIGNMENT - 35 FEE DAYS</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. This is a non-remunerable pause break in the Assignment.</p> <p>PART 4 – VALIDATION AND TRAINING WORKSHOP – 10 FEE Days</p> <p>During this Part the STE will facilitate one validation and training workshop of five days with Member States. The cost related to the convening of the virtual workshop (translation and interpretation) will be the responsibility of the SADC Secretariat.</p>
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	PART 5 – FINAL REPORT – 15 FEE DAYS 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. The Final report should cover at least the following areas: <ul style="list-style-type: none">- Executive Summary;- Objectives;- Scope and Methodology;- Analysis and Findings;- Lessons Learned; and- Conclusions and Recommendations.				
3. Resources allocated					
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	35	10	15
	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 RA 3.3 funding				
Translation of documents	The translation of documents will be arranged by SADC secretariat separately. It should be noted that a minimum of 5 weeks is required from the hand-over of materials for translation until the validation workshop.				
Interpretation	Interpretation when/if necessary will be arranged by SADC secretariat separately.				
3.3. Expert profile					
Qualifications and skills	<ul style="list-style-type: none">• 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.• Excellent written and communication skills in English.				

General professional experience	<ul style="list-style-type: none"> • Minimum 10 years of professional experience in the area of financial inclusion policy and regulatory space. • Demonstrated research experience and ability to interpret and synthesize information.
Specific professional experience	<ul style="list-style-type: none"> • 5 years' experience in developing financial inclusion policy and regulatory framework. • Experience in developing financial inclusion policies and regulatory framework. • Experience in consumer protection and financial sector development. • Knowledge of the issues and challenges in the SADC regional financial inclusion space with regard to consumer information, particularly SME access to information will be considered as an asset will be considered as an asset. • Fluency and exceptional drafting and reporting skills in English is required.
	The STE is expected to utilise his/her own laptop computer and cellular telephone.
4. Location duration and planning	
4.1 Location of work	The Assignment will be carried out remotely by agreement.
4.2 Duration	<p>The indicative expected start date is 1 August 2021.</p> <p>The indicative expected end date is 28 February, 2022</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>
5. Reporting	
5.1 Language	The Assignment language and all reporting shall be in English.

<p>5.2 Progress reporting</p>	<p>Submission and approval procedure for inception and progress reports</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>Part 1 - Inception report and presentation</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>Parts 2 & 3 & 4 – Progress report</p> <p>At the End of Parts 2 & 3 & 4, the STE will submit a progress reports within 2 working days at the end of each Part.</p>
<p>5.3 End of Assignment Reporting</p>	<p>Part 5 - End of Assignment Report (EoAR) and presentation</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"> • An executive summary of the whole Assignment. • List of activities carried out during the Assignment. • Any recommendations for further support to the beneficiary. • As Annexes, all deliverables produced. • 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.

	<p>EoAR Submission and approval procedure:</p> <ul style="list-style-type: none"> ▪ After end of assignment, EOAR will be submitted by email to the Consortium through the Programme Coordinator for quality control; then, it will be submitted to the RA manager for technical comment for the STE. Technical comments will be issued within 10 working days. ▪ 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. ▪ 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; ▪ The Assignment will not be considered to be complete until the approval of the SIBE Task Manager to the EoAR has been obtained. ▪ 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.
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"> - SIBE Coordinator - RA Manager - SIBE Task Manager
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			
SIBE Programme Coordinator	RA Manager	Task Manager	Director-Finance, Investment and Customs
Mike Nyamazana	Rado H. Razafindrakoto	Mario Lironel	S.L. Mtonakutha
Signature: 	Signature: 	Signature: 	Signature:
Date:	Date:	Date:	Date:

ANNEXES TO TOR XX/KRA3.2/AWP2021-22

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 STE	Points*
Qualifications and skills:	15
Master's degree or equivalent in a field related to the assignment such as Economics, Finance, Banking, Law or additional 10 years of related professional experience.	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.	15
Experience in consumer protection and financial sector development	10
Experience of working in emerging/developing countries and particularly in the SADC region will be considered as an asset.	10
Knowledge of the issues and challenges in the SADC regional financial inclusion space with regard to consumer information, particularly SME access to information will be considered as an asset	10
Fluency and exceptional drafting and reporting skills in English is required.	5
Score	100

ANNEX 2: Botswana official holiday 2021 -2022¹

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

¹ 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				Oct-21				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