



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 two Short-Term Experts (STEs)	
Title of Assignment:	Consultancy Services to develop Model Laws and/or Regulations for NBFIs to assist CISNA's technical subcommittees in creating a coherent policy structure and a sound regulatory and supervisory environment for the development of NBFIs, and to strengthen governance and risk management capacity of CISNA's members.
Reference no.:	ToR 0292/RA 2.2
Activity Code:	IN. 0292.2.2 "STE inputs"
Responsible SADC SPO:	Mario Lironel, Senior Programme Officer – Finance and Investment (Task Manager)
Date of issue:	29 June 2021
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</p>

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.

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).

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.

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.

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.

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

	<p>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 www.SADC.int.</p>
<p>1.2 Background – SIBE Programme</p>	<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

	<ul style="list-style-type: none"> 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 (CoSSE), the SADC Committee of Central Bank Governors (CCBG) and the SADC Banking Association (SADC BA). <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>These Terms of Reference (ToRs) are a request for the provision of consultancy services to the SIBE Programme to carry out an assignment to “Develop Model Laws and or Regulations for NBFIs to assist CISNA’s technical subcommittees in creating a coherent policy structure and a sound regulatory and supervisory environment for the development of NBFIs, and to strengthen governance and risk management capacity of CISNA’s members.”</p>
1.3 Background - this Assignment	<p>This Assignment is being commissioned under Result 2 “Enhanced integration of financial markets in the SADC region is promoted”, Activity 2.2 “Harmonisation of non-banking financial sector laws and regulations”.</p> <p>The Committee of Insurance, Securities and Non-Banking Authorities (CISNA) is established through Annex 10 of the SADC Protocol on Finance and Investment. CISNA membership consists of twenty-six (26) regulators of NBFIs coming from 14 Member States, namely: Angola, Botswana, Democratic Republic of Congo, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia and Zimbabwe.</p> <p>The objects of CISNA are to:</p>

- (a) promote harmonisation of regulatory and supervisory regimes by
 - (i) developing principles, standards and guidance for the regulation and supervision of NBFIs;
 - (ii) supporting the implementation and practical application of its principles and standards;
 - (iii) developing methodologies for the assessment of the compliance of its principles and standards, and facilitate assessment processes;
- (b) promote development of financial products and services;
- (c) promote access to financial products and services by the majority of the population of Member States;
- (d) encourage cross-border cooperation, exchange of information and experience sharing among regulatory authorities;
- (e) promote sound corporate governance of NBFIs;
- (f) promote relationship with international bodies and compliance with international standards;
- (g) enhance capacity building, through training and education of regulatory authorities' staff;
- (h) promote AML/CFT/CFP supervision of financial institutions in compliance with international standards on combatting money laundering and the financing of terrorism and proliferation; and
- (i) promote consumer financial education and protection.

It is important to note that following decision made by the SADC Council of Ministers at its meeting held on 13-14 August 2018 in Windhoek, Namibia, CISNA undertook a bidding process for the hosting of the CISNA Permanent Secretariat. The hosting of the Permanent Secretariat of CISNA was awarded to the Financial Services Commission (FSC) of Mauritius, during the CISNA 42nd bi-annual meeting held in Mauritius from 14-17 April 2019, and in 2021 the CISNA Permanent Secretariat has been established. In its establishment process, there has been changes in its operational structure. Some technical subcommittees have ceased to exist, that included the Consumer Financial Education Technical Committee (CFETC), AML/CFT, and Legal Technical Committee (LTC).

As a result, the new operational structure left a gap for ensuring the AML/CFT, Financial Inclusion, and Legal Vetting capability. The current CISNA Strategic Plan came to end in 2020, and consequently CISNA has expressed their interest in receiving assistance in developing a legal and regulatory framework for NBFIs. The introduction of a model law or set of regulations for NBFIs will facilitate the expansion of products that NBFIs could offer, transfer some of the regulatory duties to the industry's self-governing bodies, introduce risk-based supervision, loosen some of the capital adequacy and other ratios for specific types of NBFIs, and make licensing procedures more business-friendly.

2. Description of the Assignment	
2.1 Global objective	<p>The global objective of the Assignment is to contribute to achieving sustainable and inclusive growth, support job creation and support the industrialisation agenda in the SADC region through harmonisation of the regulatory and supervisory regimes of the Non-Banking Financial Institutions (NBFIs).</p>
2.2 Specific objectives	<p>The specific objective of the Assignment is to assist CISNA's technical subcommittees to deliver on their supervisory and regulatory mandate by developing model laws/regulations for NBFIs to assist in the development of their respective laws by providing a benchmark document for reference. In addition, it is also to develop a mechanism and tool to monitor implementation of the approved CISNA model laws and regulations in order to achieve harmonisation of laws, regulations and regulatory and supervisory practices among CISNA members.</p>
2.3 Requested services	<p>The STE is expected to develop a model legal and regulatory framework for NBFIs to increase the legal certainty for a wider variety of financial products and services offered by NBFIs. This in return has the potential to drive down costs of financial access and reach previously untapped markets.</p> <p>The STE will specifically but will not be limited to:</p> <ul style="list-style-type: none"> • Undertake an extensive assessment based on the laws, regulations and other supervisory requirements and practices in place, for NBFIs including medical aid schemes. • Assess NBFIs Market Structure and Industry Performance within SADC region by identifying key risks and vulnerabilities within the NBFIs' industry. • Assess the effectiveness of implementation of any prior CISNA laws and regulations at Member States level. • Review the draft NBFi law prepared by the CISNA's Subcommittees, by providing comments and concrete suggestions for amendments (along with the relevant rationale and appropriate references) in line with international best practices. • Assist in determining the priority areas for regulators given the new context with increased usage of new technologies, FinTech, cyber security. • Draft the relevant secondary legislation related to the NBFIs law in accordance with the provisions of the Subcommittees, and consultant shall take into account the following aspects: <ul style="list-style-type: none"> a. the principles-based approach b. consumer protection principles c. prudential regulation

	<ul style="list-style-type: none"> d. financial literacy e. legal drafting and vetting f. regulators mandate <ul style="list-style-type: none"> • Consult with ESAAMLG on the AML/CFT implications of model laws/regulations for NBFIs in support of financial inclusion. • Facilitate a validation workshop with relevant stakeholders (CISNA Secretary General, CISNA Committee members, etc.) in order to validate the Draft Strategic Plan and the draft model law/regulation. • Supporting promotion of the new legal framework among SADC Members States • Design and implement a capacity development program to strengthen the capacity of CISNA's Subcommittees and its members. • Develop a monitoring and evaluation tool to monitor implementation of the approved CISNA model laws and regulations. <p>The services will be delivered in five separate but interrelated Parts. It should be noted that the timings and locations below are 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 from Member States and/or other FIP substructures, for a total of 30 working days remotely by agreement.</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 20 working days remotely by agreement.</p> <p>Part 4 – Facilitation of one virtual validation workshop of two days for participants from Member States – estimated at 10 working days remotely including 3-days planning and for reporting on the validation workshop.</p> <p>Part 5 – Finalisation of the Draft Report to incorporate issues raised during the workshop and brief final assignment report – estimated at 10 working days remotely by agreement.</p> <p>Notes - As all the parts of the Assignment are interconnected, it is essential that the STE endeavours to complete all of the parts of the assignment. The working days required are estimated and these maybe adjusted for the purpose of delivering the Assignment.</p>
2.4 Deliverables	<p>The STEs will provide the following deliverables:</p> <ul style="list-style-type: none"> i. Inception Report: a detailed work-plan, timeframe and approach to undertake each part of the assignment; ii. Data Collection Report for each part, detailing the process and findings from the data collection;

	<p>iii. Draft Report for both parts of the assignment, including results of the proposed mechanism, draft model law/regulation and the proposed tool to monitor implementation of the approved CISNA model laws and regulations;</p> <p>iv. Validation Workshop Report for both parts of the assignment, where the findings from the data collection and data analysis are presented;</p> <p>v. 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, which in general, should cover the following areas:</p> <p>(a) Executive Summary;</p> <p>(b) Objectives;</p> <p>(c) Scope and Methodology;</p> <p>(d) Analysis and Findings;</p> <p>(e) Lessons Learned; and</p> <p>(f) Conclusions and Recommendations.</p> <p>Note: All deliverables will be the property of the SADC Secretariat.</p>
2.5 Management	The STE will report to and will be under the day-to-day supervision the Task Manager/SPO Finance and Investment and the SIBE Coordinator.
2.6 Methodology	<p>PART 1: INCEPTION – 10 FEE DAYS</p> <p>This Part will begin with an inception and assimilation phase, including a (virtual) start-up meeting for the Secretariat to brief the STE and to discuss the Assignment as a whole.</p> <p>During this phase the STE are expected to become conversant with</p> <ul style="list-style-type: none"> • the SADC Vision 2050 and RISDP 2020-2030; • the SADC Industrialisation Strategy and Roadmap (2015-2063) and its Action Plan; • the SADC Protocol on Finance and Investment, focussing on Annex 3, • the CISNA Strategic Plan for the period 2016-2020; • the revised Structure, Rules and Procedures of CISNA; and • the CISNA Charter. <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.</p> <p>PART 2: DATA COLLECTION – 30 FEE Days</p>

	<p>This part will be focussed on data collection in Member States and/or to FIP substructures, including from different stock exchanges in the SADC region in order to understand each market's stage of development.</p> <p>PART 3: DRAFT REPORT OF THE ASSIGNMENT - 20 FEE DAYS</p> <p>During this Part the STE will proceed for 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, including among others, the draft model law/regulation and the proposed tool to monitor implementation of the approved CISNA model laws and regulations. The detailed draft report should be consistent and aligned with the objectives and the requested services of the assignment.</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 WORKSHOP - 10 Fee days</p> <p>During this Part the STE will facilitate one virtual validation workshop of two days for participants from Member States. The cost related to the convening of the workshop (conference package and translation of documents) will be the responsibility of the SADC Secretariat.</p> <p>PART 5 – FINAL REPORT – 10 Fee days</p> <p>The STE should carry out improving and final update of the report which will 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 SIBE Task Manager.</p>
--	--

3. Resources allocated

3.1 Resources from the Technical Assistance contract

	Part 1	Part 2	Part 3	Part 4	Part 5
Up to 80 STE days	10	30	20	10	10
Up to 0 per diem days (approximate)	0	0	0	0	0
Mobilisation travel	0	0	0	0	0
Regional travel	0	0	0	0	0

	The STEs will be facilitated to engage with stakeholders virtually. The STEs are expected to arrange their own transport as well as for their data gatherers in the locations of the Assignment. The costs of these services will be for the account of the STE and is not reimbursable or claimable from SADC or the Consortium.
3.2 Other related resources allocated from the SADC-SIBE budget	
Workshops budget	The virtual training workshop will be held as part of work under Result 2.2 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 training events.
Interpretation	Interpretation when/if necessary will be arranged by SADC secretariat separately.
3.3 General professional experience Specific experience	
3.3.1 Qualifications and skills	<ul style="list-style-type: none"> • An advanced Degree (Masters or equivalent) in law. A first-level university degree in combination with at least 10 years qualifying experience may be accepted in lieu of the advanced university degree. • Excellent written and communication skills in English. • Excellent computer skills including knowledge of Microsoft Office packages such as Power Point and Microsoft Word .
3.3.2 General professional experience	<ul style="list-style-type: none"> • Minimum 10 years of professional experience as a legal expert in the financial services industry • Experience in conducting evaluations and reviews of policy and strategic documents; and developing strategic plan, preferably for <i>NON</i>-Banking Financial Institutions Experience in financial inclusion legal and regulatory areas pertaining to NBFIs and model laws/regulations for NBFIs in support of financial inclusion
3.3.3 Specific professional experience	<ul style="list-style-type: none"> • Experience related to legislative drafting in the financial services industry • Experience of working in a developing economy environment and particularly in the SADC region will be considered as an asset. • Knowledge of the issues and challenges regarding regulation and supervision of Non-Banking Financial Institutions (NBFIs) will be considered as an asset.

	<ul style="list-style-type: none"> • Knowledge of the industry's legal regulatory framework
3.3.4 Equipment	The STEs are expected to utilise their own laptop computers and cellular telephones. In addition the STE is encouraged to make use of in-country data collection associates to facilitate the collection of data in the various Member States.
4. Location duration and planning	
4.1 Location of work	The Assignment will be carried out from the SADC offices Gaborone Botswana or a Member State and/or remotely by agreement..
4.2 Duration	The indicative expected start date is 1 August 2021 . The indicative expected end date is 31 January 2022 .
4.3 Working week	The working week is from Monday to Friday, except in the case of official holidays or SADC closure days as recorded in Annex 1. 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.
5. Reporting	
5.1 Language	The Assignment language and all reporting shall be in English
5.2 Progress reporting	<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 STEs 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 to FinMark Trust through the Programme Coordinator for quality control; then they will be submitted to the RA manager for preliminary endorsement, who will then submit them to the SIBE Task Manager with recommendation for approval. Comments to the reports, if any, will be communicated in writing to the STEs within 10 working days of receipt of each report.</p> <p>Part 1 - Inception report (numbered 0XX/STE/IR) and presentation</p> <p>The STEs 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 STEs will make a brief Power Point presentation to the Secretariat of the inception report.</p> <p>Note: this presentation is a deliverable and should be annexed to the report. The inception report will be submitted by the STE to the FinMark Trust,</p>

	<p>copied to the Secretariat. to FinMark Trust will formally submit it to the SADC Secretariat (SPO Finance and Investment) through the Programme Coordinator for approval 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 (numbered 0XX/STE/PR)</p> <p>At the End of Parts 2 & 3 & 4, the STE will submit progress reports within 2 working days at the end of each Part.</p> <p>It is important to note that, at the end of Part 2, the STE will submit a progress report concerning the data collection summarising the feedback and inputs from stakeholders. Relevant data and information collected during this phase should be appended as an Annex. At the end of Part 4, the STE will also submit a brief report summarising the comments and issues coming from the consultation with CISNA.</p>
<p>5.3 End of Assignment Reporting</p>	<p>Part 5 - End of Assignment Report (EoAR) (numbered 029/STE/EoAR) and presentation</p> <p>The STEs 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; • Methodology/Discussion of key issues; • Main Conclusions and Lessons Learned; • Recommendations for further support to the beneficiary; • Key Annexes, such as all deliverables produced, including the completed updated Data Collection Report and Validation Workshop report. • In addition to the report, at the end of Part 5, the STE will provide a PowerPoint presentation to the Secretariat of the EoAR on the last day of the assignment (which will be by way of remote link through Zoom or such other e-platform to be suggested by SADC Secretariat). The presentation is a deliverable and should be Annexed to the report. <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 for quality control; then, it will be submitted to the S-KRA manager for technical comment for the STE. Technical comments will be issued within 10 working days. • The STEs shall address all the technical comments within 15 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

	<ul style="list-style-type: none">• 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 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

The STEs will complete a monthly timesheet according to the template provided, recording days worked.

Fees will be due only for working days recorded in timesheets that are countersigned by:

- SIBE Programme Co-ordinator and Team Leader;
- SIBE RA Manager;
- The SIBE Task Manager;

The monthly Timesheet should be accompanied by the monthly Progress Report, and both should be submitted by e-mail for review and approval.

Note: Travel days for mobilisation and demobilization (if any) are not fee-paying days. Travel days for mission-related travels (if any) between SADC countries will be recorded as working days and will be fee paying days. However, no travel is envisaged as the assignment will be executed on a virtual basis.

7. Endorsement

Programme Coordinator	RA Manager	Task Manager	Director-Finance, Investment and Customs
Mike Nyamazana	Rado Razafindrakoto	Mario Lironel	Sadwick L. Mtonakutha
Signature:	Signature:	Signature:	Signature:
Date:	Date:	Date:.....	Date:.....

Annexes to ToR 0292/RA 2.2

- Annex 1: Experts scoring grid**
- Annex 2: Botswana official holidays**
- Annex 3: Gantt Chart**
- Annex 4: Estimated budget**

ANNEX 1.
Experts scoring grid

Qualifications and Experience	Points
Qualifications and skills:	20
An advanced Degree (Masters or equivalent) in law or a field related to the assignment such banking law, Capital Markets, or related area. A first-level university degree in combination with at least 10 years qualifying experience may be accepted in lieu of the advanced university degree.	10
Excellent written and communication skills in English.	5
Excellent computer skills including knowledge of Microsoft Office packages such as Power Point and Microsoft Word.	5
General professional experience:	30
Minimum 7 years of professional experience in legislative drafting and financial services industry.	10
Proven experience working with financial/banking regulations, financial business processes and drafting of legal frameworks.	10
Experience in conducting legal assessments and drafting of legal policy for the financial sector, preferably Non-Banking Financial Institutions.	10
Specific professional experience:	50
Experience in legal drafting and development of legal frameworks.	15
Knowledge of the legal challenges regarding regulation and supervision of Non-Banking Financial Institutions (NBFIs) will be considered as an asset.	15
Experience in financial inclusion legal frameworks	10
Knowledge of the issues and challenges regarding implementation of the SADC Financial Integration Agenda will be considered as an asset; and Experience of working in a developing economy environment and particularly in the SADC region will be considered as an asset.	10
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	
	Aug-21					Sep-21				Oct21				Nov-21				Dec-21				Jan-22
Inception period																						
Data Collection																						
Data Analysis & Report Submission																						
Translation of documents																						
Planning for validation workshop																						
Validation workshop & Report																						

ANNEX 4. Estimate budget

