

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 BUSINESS AND INVESTMENT ENVIRONMENT (SIBE)

Terms of Reference (ToR) for Recruitment of Short-Term Expert	
Title of Assignment:	Review and build capacity of Member States on the use of the SADC Tax Expenditure Model for analysing tax incentives
Reference no.:	TOR 0294/RA1.4/AWP2021-22
Activity Code:	NI 0294.1.4.4 “STE inputs”
Responsible SADC SPO:	Mário Lironel, SPO Finance and Investment, Directorate Finance, Investment and Customs
Date of issue:	10 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 The Southern African Development Community (SADC) with the signing of the SADC Declaration and Treaty. It currently comprises sixteen¹ Member States, with a combined population of approximately 360 million and a gross domestic product (GDP) of more than USD 700 billion (2019).</p> <p>The main objectives of SADC are to achieve development, peace</p>

¹ Angola, Botswana, Comoros, Democratic Republic of the Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, and Zimbabwe.

	<p>and security, and economic growth, to alleviate poverty, enhance the standard and quality of life of the peoples of Southern Africa, and support the socially disadvantaged through regional integration, built on democratic principles and equitable and sustainable development.</p> <p>Over the past years, significant changes in the global economy have taken place to persuade the SADC region to change its economic architecture and strategic direction. The desire to survive and participate in the global markets demands high levels of competitiveness.</p> <p>Consequently, emphasis is increasingly being placed on private sector led growth and governments of the sub-region continue to seek to establish an appropriate enabling environment to support economic growth and poverty alleviation. It was in this context that the SADC Regional Indicative Strategic Development Plan (RISDP) was revised to take into account the region's revised strategic direction as encapsulated in the various policy documents, such as the SADC Regional Industrialization Development Plan, the SADC Infrastructure Development Plan and the various Protocols that define regional programs.</p> <p>The Revised RISDP (2020-2030), which is the main strategic document for SADC, puts industrialisation and market integration at the forefront of SADC's efforts to achieve the integration agenda. Furthermore, the SADC Industrialization Strategy and Roadmap (2015-2063) and Action Plan which was approved at the same time as the revised RISDP (2020-2030) informs the priorities of the SADC industrialisation agenda.</p> <p>Notably, one of the objectives outlined in the Regional Indicative Strategic Development Plan (RISDP) (2020-2030) is to promote 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.</p> <p>The RISDP (2020-2030) also highlights 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 is critical to</p>
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	<p>facilitate free movement of capital and mobilization of financial resources for the promotion of growth and development in the region. In addition, the strengthening of financing mechanisms to be more responsive to the needs of SMEs operations remains critical, including the strengthening of financial inclusion regulatory frameworks in support of the Industrialisation Strategy and Roadmap.</p> <p>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). The Financing Agreement and the Contribution Agreement were signed in June 2019 and August 2019, respectively. The Programme, which covers all the 16 SADC member states in SADC, is being implemented by the SADC Secretariat over a period of 55 months from the date of signature of the Agreements.</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</p>

	<p>SADC region is promoted.</p> <p>Under this Result Area, the programme will assist in:</p> <ul style="list-style-type: none"> (i) Development of financial markets in the SADC region; (ii) Developing policies and strategies to address risks to financial stability at regional and national levels; and (iii) Strengthen SADC-Real Time Gross Settlement System (RTGS), Committee of Insurance, Securities and Non-banking Authorities (CISNA), Committee of SADC Stock Exchange (CoSSE), SADC Committee of Central Bank Governors (CCBG) and SADC Bank Association (SADCBA). <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.</p> <p>The SIBE Programme is being implemented by the SADC Secretariat, supported by Long- and Short-Term Experts. The tasks envisaged for the Secretariat include procurement, managing the resulting contracts, payments, reporting to the various stakeholders as well as monitoring and evaluation. The Programme is coordinated 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 Team including 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 on: “Review and build capacity of Member States on the use of the SADC Tax Expenditure Model for analysing tax incentives”.</p>
<p>1.3 Background - Assignment</p>	<p>The Protocol on Finance and Investment (FIP) is one of the protocols entered into by SADC Member States. The FIP is a legal document and therefore, binding. As such, it complements the objectives of the SADC Treaty. The objectives of the Protocol are to improve the investment climate in each Member State and the region as a whole; and achieve the preparation, co-operation and harmonisation necessary for regional economic integration.</p>

The FIP has 13 Annexes among which is the Annex 3 that relates to the **Co-operation in Taxation and related matters**.

The Article 4, Paragraph 5 on this Annex 3 states:

“In order to advance a competition policy within the Region, State Parties shall collectively develop a fiscal framework for tax incentives that will, among other things, focus on:

- (a) the effectiveness of proposed tax incentives in achieving their stated policy goals;*
- (b) the revenue costs likely to be suffered by the fiscus of each of the State Parties as a result of the application of proposed tax incentives;*
- (c) the extent to which the absence of Tax Sparing Arrangements in Tax Agreements between State Parties reduce the effectiveness of tax incentives, particularly those aimed at attracting foreign direct investments;*
- (d) the impact that proposed tax incentives will have on the collective costs of, or collective burden on, tax administration in the Region; and*
- (e) the effects that tax incentives have on the overall distribution of the tax burden within each State Party.”*

The FIP was signed in August 2006 and reviewed in 2016. It was ratified by two-thirds majority of Member States; and consequently, the FIP came into force on 16 April 2010.

At the time of entering into force, there was no measurement framework in place to monitor the status of FIP implementation across the region. In August 2011, a study was conducted to assess the status of FIP implementation across Member States. The study allowed the development of a measurement framework of indicators to monitor implementation progress.

Following the baseline study in 2011, a Monitoring, Reporting and Evaluation (MRE) System was developed. The System enabled the Secretariat to report progress on the implementation of the FIP by Member States and various Substructures, i.e., thematic committees comprising Member State representatives. Since 2014, reporting of FIP implementation based on the MRE System has been a challenge with the number of reporting Member States progressively falling to two by July 2017.

	<p>The SADC Tax Expenditure Model for Tax Incentives was developed to enable Member States to estimate the tax revenue costs (revenue foregone) of tax incentives offered in their jurisdictions as specifically mandated by sub-paragraph (b) above.</p> <p>The Model is designed for measuring the benefits and effectiveness of tax incentives in meeting their objectives.</p> <p>Tax co-operation in SADC is overseen by the SADC Tax Subcommittee that is made up of senior tax officials from each of the Member States. The SADC Secretariat supports the work of this Subcommittee which has three Working Groups to make progress in the main technical areas of tax co-operation, namely: Tax Incentives, Tax Agreements and Indirect Taxes.</p>
2. Description of the Assignment	
2.1 Global objective	The overall objective of this assignment is to create an enabling investment and business environment through improvement of tax incentives administration and rationalisation in the SADC region.
2.2 Specific objectives	<p>The specific objectives of the assignment are as follows:</p> <ul style="list-style-type: none"> (i) insure the effectiveness and economic impact of tax incentives in the SADC Region; (ii) harmonise tax incentives administration and avoid harmful tax competition in the region; (iii) improve tax collection; and (iv) Enhance the capacity of a core group of Member States officials in the practical use of the Model <p>The results of the assignment should lead to updating the SADC Tax Expenditure Model and developing National Frameworks for monitoring and evaluation of implementation of tax incentives depending on the readiness of each Member State.</p>
2.3 Requested services	<p>The following tasks are requested from the consultant for this assignment:</p> <ul style="list-style-type: none"> (i) undertake an assessment in Member States on existing monitoring frameworks/mechanisms to ensure the effectiveness of tax incentives, and identify gaps and challenges encountered by Member States; (ii) undertake a desk study and compile best policy/regulatory frameworks and best practices on tax expenditure at national, regional and international levels;

	<p>(iii) review and update the SADC Tax Expenditure Model for analysing incentives; and</p> <p>(iv) serve as resource person during the validation and training workshop on the revised SADC Tax Expenditure Model.</p>
2.4 Deliverables	<p>The main expected deliverables of this assignment are as follows:</p> <ul style="list-style-type: none"> • An Inception Report; • A Progress Report on findings and compiled best policy/regulatory frameworks and best practices on tax expenditure, at national, regional and international levels; • The revised SADC Tax Expenditure Model based on Excel software; and • PowerPoint presentation summarizing the key findings and proposed improvement of the SADC Revised Tax Expenditure Model. <p>Note: All deliverables will be the property of the SADC Secretariat.</p>
2.5 Management	<p>The Consultant's report will be addressed to and will be under the day-to-day supervision the SIBE Programme Coordinator and the Senior Programme Officer Macroeconomic Policies and Convergence (SPO Macro).</p>
2.6 Methodology	<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 – (13 fee days)</p> <p>Undertaking desk review of:</p> <ul style="list-style-type: none"> • Key documentation including reports on FIP implementation, especially on Annex 3 relating to cooperation on tax and related matters, and records of meetings of Ministers of Finance and Investment, and substructures under FIP for the Inception Report. • The Draft SADC Vision 2050 and RISDP 2020-2030. • The SADC Protocol on Finance and Investment. • The SADC Industrialisation Strategy and Roadmap (2015-2063) and its Action Plan; Protocol on Industry. <p>The review of these documents is important as they will be used in</p>

	<p>subsequent consultative interviews with key stakeholders.</p> <p>PART 2 – Undertake an assessment of the existing monitoring frameworks/mechanisms in Member States to ensure the effectiveness of tax incentives, and identify gaps and challenges encountered by Member States (30 fee days).</p> <p>PART 3 – Analyse the findings and compile best policy/regulatory frameworks and best practices on tax expenditure at national, regional and international levels (15 fee days).</p> <p>PART 4 – Review the SADC Tax Expenditure Model for analysing incentives and hold a validation and training workshop with the key stakeholders (20 fee days).</p> <p>PART 5 – Update the SADC Tax Expenditure Model based on the inputs made by the stakeholders during the validation and training workshop and submit the final report (15 fee days).</p> <p>The consultant is expected, where necessary, to engage (at his cost) in-country data gathering associates to facilitate the completion of the assignment. The working days required are estimated and may be adjusted in light of experience during the Assignment.</p>				
3. Resources allocated					
3.1 Resources from the Technical Assistance contract:					
	Part 1	Part 2	Part 3	Part 4	Part 5
Up to 93 man-days	13	30	15	20	15
Per diem days (approximate)	0	0	0	0	0
Mobilisation travel	0	0	0	0	0
Regional travel	0	0	0	0	0
	No travel is envisaged. The STE is expected to engage in country resource persons, where necessary, to collect data and information from Member States and relevant FIP Substructures. The STE will be facilitated to engage with stakeholders virtually. The STE is				

	expected to arrange his/her own transport in the locations of the Assignment.
3.2 Other related resources allocated from the SIBE budget	
Translation of documents	The translation of deliverables will be arranged by SADC Secretariat separately. It should be noted that a minimum of 5 weeks is required for translation.
Interpretation	Interpretation when/if necessary will be arranged by the SADC Secretariat separately.
Equipment	The STE is expected to utilise his/her own laptop computer/s, internet, and cellular telephones. He/she should have access to a stable and reliable internet service.
3.3. Expert profile	
Qualifications and skills	<p>The following are the qualifications and skills required from the STE:</p> <ul style="list-style-type: none"> • At least a Master's degree in Relevant minimum academic qualifications: i.e. in taxation policy and administration, Economy, Finance or related fields from a recognised institution; or at least Bachelor's Degree for a candidate with a minimum of 10 years of specific experience. • Fluency in English. Knowledge of French and Portuguese will be considered as an asset; and • Proficient in the use of computers and computer software relevant to the assignment.
General professional experience	<p>The Following is the general experience required from the STE:</p> <ul style="list-style-type: none"> • Minimum 7 years of general professional experience working on tax incentives in revenue authorities; and/or Ministries of Finance/Tax policy; and or investment promotion agencies; and/or Ministries of Trade and Industry/; • Experience in economic modelling within a public or private sector, working with a regional or an international organization.

Specific professional experience	<p>The following is the specific experience required from each STE:</p> <ul style="list-style-type: none"> • At least 5 years of experience in dealing with tax policy and regulatory frameworks at national, regional and international levels, tax administration and related field; • Experience in analysing tax incentives and in developing tax expenditure frameworks, especially in Excel format; • Knowledge and experience of the SADC Protocol on Finance and Investment; • Knowledge and understanding of tax incentives and incentives analysis, tax agreements, direct and indirect taxes; • Experience in conducting research especially in tax and fiscal matters; and • Ability to facilitate the implementation of capacity building in Tax incentives and related matters in the SADC region.
4. Location, duration and planning	
4.1 Location of work	The Assignment will be carried out remotely from the STE's home base.
4.2 Duration	<p>The indicative expected start date is 15th July 2021.</p> <p>The indicative expected end date is 28th January 2022.</p>
4.3 Working week	<p>The working week is from Monday to Friday, except in case of official holidays or SADC closure days as recorded in Annex 2.</p> <p>Weekends are not normally considered as working days unless specifically requested and confirmed in advance in writing by the SADC Secretariat. However, with the prior authority of the SADC Secretariat, due to the timing of the training events, some weekend dates may be utilised in Part 4.</p>
5. Reporting	
5.1 Language	The Assignment language and all reporting are in English.
5.2 Progress reporting	<p>Submission and approval procedure for inception and progress reports</p> <p>All written deliverables shall be submitted in soft copy by email, with Arial font size 12, in a format provided by FinMark Trust 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 SIBE Programme Coordinator for quality control; then they will be</p>

	<p>submitted to the RA Manager for preliminary endorsement, who will then submit them to the Task Manager / Senior Programme Officer Finance and Investment, with recommendation 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 and assimilation phase</p> <p>The STE will complete an Inception Report and submit it by the end of Part 1. The Report will include a detailed work-plan, draft research tool/questionnaire, timeframe and approach to undertake the assignment.</p> <p>At the end of Part 1 the STE will also prepare and present a brief PowerPoint presentation of the report to the Secretariat.</p> <p>Parts 2 and 3 – Progress report</p> <p>At the end of Parts 2 and 3 the STE will submit a progress report within 2 working days at the end of each Part.</p> <p>The STE will also prepare and present a brief PowerPoint presentation of the reports to the Secretariat.</p> <p>It is important to note that, at the end of Part 2, the STE will submit a detailed progress report concerning the data gathering in each Member State, summarising the process and including an analysis of feedback and inputs from stakeholders. Relevant data and information collected during this phase should be appended as an annex.</p> <p>It is also important to note that in this phase, the STE will assimilate data received by the Secretariat from Member States and populate them in the revised Tax Expenditure Model.</p> <p>Part 4 – Validation and Training workshop</p> <p>Based on the information collected during the Parts 2 and 3, the STE is expected to review the SADC Tax Expenditure Model and hold a validation and training workshop with the key stakeholders.</p> <p>Before the Validation and training workshop, the STE will submit a brief report summarising the content of the revised SADC Tax Expenditure Model which shall be an annex to the above report.</p> <p>Part 5 – Final report</p> <p>The STE should carry out and make final update of the SADC Tax Expenditure Model based on inputs from the validation and training</p>
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	<p>workshop and prepare the final report which will include a detailed result of the assignment in line with the above objectives and expected results and also considering issues raised during the stakeholder's consultation and comments from the SIBE Task Manager. The STE will deliver a brief PowerPoint presentation of the report to the Secretariat.</p> <p>Note: the PowerPoint presentations are deliverables and should be annexed to the reports.</p> <p>The reports will be submitted by the STE to the Consortium through the Programme Coordinator, copied to the Secretariat. After quality control by the Consortium, the Programme Coordinator will formally submit the report 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>5.3 End of Assignment Reporting</p>	<p>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. • Methodology/Discussion of key issues. • Main Conclusions and Lessons Learned. • Any recommendations for further support to the Secretariat and Member States. • Key Annexes, all deliverables produced including the completed updated reports. • In addition to the report, the STE will also prepare and deliver a PowerPoint presentation of the EoAR to the Secretariat on the last day of the assignment. 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"> ▪ At the end of the assignment, EOAR will be submitted by email to Consortium through the Programme Coordinator, for quality control; then, it will be submitted to the RA Manager for technical comment. Technical comments will be issued within 10 working days.

	<ul style="list-style-type: none"> ▪ The STE 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 not received from SADC Secretariat 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 received), 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	<p>The STE is expected to avail himself for the Assignment for all the days shown in the Gantt chart (Annexe 3). It is noted that, apart from the break for translation before the Validation workshop and the period for the Secretariat to respond with comments on the Final Report, there are no provisions for major breaks in the Assignment. 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"> - the SIBE Task Manager; - SIBE Programme Co-ordinator and Team Leader; and - Result Area Manager (Programme Officer Financial Sector). <p>The monthly Timesheet should be accompanied by the monthly Progress Report (as shown in paragraph 5.2) and both should be submitted by e-mail for review and approval.</p> <p>Note: Travel days for mobilisation and demobilisation are not fee-paying days. Travel days for mission-related travels between SADC countries will be recorded as working days and will be fee paying days.</p>
Travel approval forms	<p>In the event that regional travel becomes possible and is necessary the consultant will apply through the SIBE Task manager. If travel is approved, the consultant will complete the SADC travel form and submit to the SIBE Task Manager for processing.</p>

Travel support documents	In the event of any travel, boarding passes of regional and mobilisation trips, copies of hotel invoices and other support documents will be handed over to the Consortium.		
7. Endorsement			
SIBE Programme Coordinator	RA Manager	Task Manager	Director-Finance, Investment and Customs
Mike Nyamazana	Lisivololona Razanajaholy	Mario Lironel	S.L. Mtonakutha
Signature: 	Signature: 	Signature: 	Signature:
Date:	Date:	Date:	Date:.....

ANNEXES TO TOR 029/KRA1.3/AWP5

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: Scoring grid

Expert in Tax Policy and Administration		Points*
Qualifications and skills:		20
At least a Master's degree in Relevant minimum academic qualifications: i.e. in taxation policy and administration, Economy, Finance or related fields from a recognised institution; or at least Bachelor's Degree for a candidate with a minimum of 10 years of specific experience		10
Fluency in English. Knowledge of French and Portuguese will be considered as an asset		5
Proficient in the use of computers and computer software relevant to the position.		5
General professional experience:		30
Minimum 7 years of general professional experience working on tax incentives in revenue authorities; and/or Ministries of Finance/Tax policy; and or investment promotion agencies; and/or Ministries of Trade and Industry, and/or regional and international organisations		15
Experience in economic modelling within a public or private sector, working with a regional or an international organization		15
Specific professional experience:		50
At least 5 years of experience in dealing with tax policy and regulatory frameworks at national, regional and international levels; tax administration and related field		15
Experience in analysing tax incentives and in developing tax expenditure frameworks, especially in Excel format.		10
Experience in conducting research especially in tax and fiscal matters		5
Knowledge and experience of the SADC Protocol on Finance and Investment		5
Knowledge and understanding of tax incentives and incentives analysis, tax agreements, direct and indirect taxes;		10
Ability to facilitate the implementation of capacity building in Tax incentives and related matters in the SADC region.		5
Score		100

ANNEX 2: Botswana Official Holidays – 2021-2022²

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

² These dates are indicative and subject to confirmation by the Government of the Republic of Botswana

ANNEX 3: Gantt Chart

Task ID	Task Description	Duration (days)	Start Date	End Date	June 21	July 21	August 21	September 21	October 21	November 21	December 21	January 22	
1	Inception period	13	15 July 21	06 Aug 21		X	X						
2	Undertake an assessment in Member States on existing monitoring frameworks/mechanisms to ensure the effectiveness of tax incentives	30	09 Aug 21	17 Sept 21			X	X	X				
3	Analyse the findings and compile best policy/regulatory frameworks and best practices on Tax expenditure at national, regional and international levels	15	20 Sept 21	09 Oct 21					X	X			
4	Review the SADC Tax expenditure Model for analysing incentives	19	11 Oct 21	04 Nov 21					X	X	X		
5	Translation of the documents	5 weeks	08 Nov 21	17 Dec 21							X	X	X
6	Hold a validation and training workshop on the SADC Tax Expenditure Model by the stakeholders	1	7 Jan 22	7 Jan 22								X	
7	Updating the Tax Expenditure Model and Submission of the final report	15	10 Jan 22	28 Jan 22								X	X

ANNEX 4: Estimate budget