



**NOTE FOR PROSPECTIVE CONSULTANTS:**

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

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

<b>Terms of Reference (ToR) for Recruitment of Short-Term Expert (STE)</b>	
Title of Assignment:	<b>Assess the level of risk-based approach to implementation of the Financial Action Task Force (FATF) Recommendations to ensure effective and proportionate measures against Money-laundering, terrorist financing and proliferation financing in the SADC region are commensurate with ML/TF risks.</b>
Reference no.:	ToR 0292/RA 2.1
Activity Code:	IN.2.1.4 “STE inputs”
Responsible SADC SPO:	Senior Programme Officer Finance and Investment (Task Manager) Finance Investment and Customs (FIC) Directorate
Date of issue:	1 July 2021
<b>1. Background</b>	
1.1 Background SADC	<p>The Southern African Development Community (SADC) was formed in 1980 as the “Southern African Development Co-operation Conference” (SADCC) by nine of the current Member States. On 17 August 1992 in Windhoek, Namibia, the SADCC was transformed into SADC with the signing of the SADC Declaration and Treaty. SADC currently has 16 Member States: Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia and Zimbabwe. SADC has a combined population of approximately 360 million and a Gross Domestic Product (GDP) of more than 700 billion (2019).</p> <p>SADC has a long-term Vision of a regional community that has a common future and that will ensure social-economic well-being, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the people of Southern Africa, as enshrined in the Treaty. In particular, by 2050, SADC envisions a peaceful, inclusive, middle to high income industrialised region, where</p>



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.

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

	<p>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 Secretariat is the principal executive institution of SADC. For further information see <a href="http://www.SADC.int">www.SADC.int</a>.</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> <ol style="list-style-type: none"> <li>i. Set-up a dialogue at regional level on improving investment and business environment in SADC;</li> <li>ii. Provide ad-hoc support to Member States in developing structured public-private dialogue mechanisms for improving investment and business environment in SADC;</li> </ol>

	<p>iii. Harmonise SADC Member States' investment and business environment related laws and regulations; and</p> <p>iv. Enhance the SADC Tax regime in support of a conducive investment and business environment.</p> <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> <p>i. Developing financial markets in the SADC region</p> <p>ii. Developing policies and strategies to address risks to financial stability at regional and national levels; and</p> <p>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> <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> <p>i. Develop and implement Financial Inclusion Strategies;</p> <p>ii. Identify key financial inclusion regulatory areas for harmonisation and capacity building; and</p> <p>iii. Monitor Status of and Progress on Financial Inclusion in the Region.</p> <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 short-Term Expert (STE) services to the SIBE Programme to <b>“Assess the level of risk-based approach to implementation of the Financial Action Task Force (FATF) Recommendations to ensure effective</b></p>
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	<p><b>and proportionate measures against Money-laundering, terrorist financing and proliferation financing in the SADC region are commensurate with ML/TF risks.”.</b> The Assignment will be carried out by one contracted senior level STE.</p>
<p>1.3 Background - this Assignment</p>	<p>This Assignment is being commissioned under <b>Result 2 “Enhanced Integration of Financial Markets in the SADC Region is Promoted”, Activity 2.1 “Assess the level of risk-based approach to implementation of the Financial Action Task Force (FATF) Recommendations in Member States to ensure effective and proportionate measures against money-laundering, terrorist financing and proliferation financing in Member States are commensurate with ML/TF risks”.</b></p> <p>Member States recognise the importance of full implementation of the Financial Action Task Force (FATF) Recommendations. Annex 12 of the SADC Protocol on Finance and Investment calls for Member States to adopt and maintain, in accordance with the FATF Recommendations, measures that are effective and proportionate to combat money laundering, financing of terrorism and proliferation and that they will do so cognisant of the impact that such measures may have at national and regional level.</p> <p>The FATF is an inter-governmental body whose purpose is the development and promotion of international standards to combat money laundering, terrorist financing and proliferation financing. The FATF Recommendations set out a comprehensive and consistent framework of measures which countries should implement in order to combat money laundering and terrorist financing, as well as the financing of the proliferation of weapons of mass destruction (WMD). Countries have diverse legal, administrative and operational frameworks and different financial systems, and so cannot all take identical measures to counter these threats. The FATF Recommendations, therefore, set an international standard, which countries should implement through measures adapted to their particular circumstances.</p> <p>In congruence with the FATF Recommendations, the Protocol on Finance and Investment in Annex 12 also provides for cooperation on anti-money laundering in the SADC region to facilitate the convergence of the anti-money laundering and combating of financing terrorism policies (AML/CFT), laws and regulatory practices of the various State Parties, within the framework of the FATF Recommendations; and supporting effective and proportional action against money laundering, financing of terrorism and proliferation in the SADC Region. This is also in line with one of the Committee of Central Bank Governors (CCBG) Strategic objectives for 2021–2023, which is to promote the integrity of financial systems, by enhancing collaboration between and amongst</p>

jurisdictions for effective implementation of the FATF Standards.

In order to make progress in the combating of money laundering, terrorist financing and proliferation financing in the region, the SADC Secretariat signed a Memorandum of Understanding with the Secretariat of the Eastern and Southern Africa Anti Money Laundering Group (ESAAMLG) in 2013. This was also intended to leverage cooperation in the implementation of Annex 12 of the Protocol on Finance and Investment and strengthen the capacities of anti-money laundering and combating financing of terrorism (AML/CFT) structures at national and regional levels.

According to the FATF Recommendations, countries should identify, assess, and understand the money laundering, terrorist financing and proliferation risks for the country, and should take action, including designating an authority or mechanism to coordinate actions to assess risks, which results will inform allocation of resources, aimed at ensuring that the risks are effectively mitigated. This approach should be an essential foundation to efficient allocation of resources across the AML/CFT regime and the implementation of risk-based measures throughout the FATF Recommendations.

In terms of cooperation, FATF recommends that countries should ensure that policy-makers, the financial intelligence units (FIU), law enforcement authorities, financial industry supervisors and other relevant competent authorities, at the policy-making and operational levels, have effective mechanisms in place which enable them to cooperate, and, where appropriate, coordinate and exchange information domestically with each other concerning the development and implementation of policies and activities to combat money laundering, terrorist financing and the proliferation financing of WMD.

At their meeting held in July 2019, Ministers of Finance and Investment noted that the CCBG at its earlier meeting in May 2019 had noted that Botswana, Mauritius and Zimbabwe had been included by the European Commission in a new list of high-risk countries with strategic deficiencies in their AML/CFT frameworks. A concern was, however, raised that the European Union (EU) does not have a formal process of engaging with listed countries, unlike the FATF.

To address the underlying challenges in AML/CFT in Member States, Ministers directed the Tax Subcommittee to assess the FATF Recommendations that result in Member States being grey or blacklisted.

Notwithstanding the current measures instituted by the respective Member States to address the AML/CFT deficiencies in their jurisdictions, Ministers recommended that they should continue to work



	<p>on implementing their action plans to address their strategic deficiencies, including but not limited to the list below:</p> <ul style="list-style-type: none"> <li>(i) assessing the risks associated with legal persons, legal arrangements, and Non-Profit Organisations (NPOs).</li> <li>(ii) implementing risk-based AML/CFT supervisory manuals.</li> <li>(iii) improving their analysis and dissemination of financial intelligence by the financial intelligence units (FIUs).</li> <li>(iv) implementing a CFT strategy, to ensure the terrorist financing investigation capacity of the law enforcement agencies.</li> <li>(v) ensuring the implementation without delay of targeted financial sanctions measures related to terrorist financing and proliferation financing;</li> <li>(vi) applying a risk-based approach to monitoring non-profit organisations.</li> <li>(vii) improving understanding of the key ML/TF risks among the relevant stakeholders and implementing the national AML/CFT policy based on the identified risks.</li> <li>(viii) putting in place effective controls, policies and procedures to mitigate the risks.</li> <li>(ix) analysing the data provided by stakeholders to identify the risks present, assess the likelihood of them materialising, understanding their impact, and assessing the effectiveness of the mitigation measures; and</li> <li>(x) identifying specific weaknesses/vulnerabilities in the national AML/CFT regimes.</li> </ul>
<b>2. Description of the Assignment</b>	
2.1 Global objective	<p><b>The global objective</b> of the Assignment is to facilitate the convergence of the anti-money laundering and combating financing of terrorism policies (AML/CFT), laws and regulatory practices in Member States, with the requirements of the Financial Action Task Force (FATF) Recommendations; and to support effective and proportional action against money laundering and the financing of terrorism in the SADC Region.</p>
2.2 Specific objectives	<p><b>The specific objective</b> of the Assignment is to undertake an assessment on the implementation of the Financial Action Task Force (FATF) Recommendations to ensure effective and proportionate</p>

	measures against money-laundering in Member States.
2.3 Requested services	<p>The Short-term Expert (STE) is expected to assess and implement the Financial Action Task Force (FATF) Recommendations to ensure effective and proportionate measures against money-laundering in Member States. The STE will specifically focus on, but will not be limited to:</p> <ul style="list-style-type: none"> <li>• compile and review MS mutual evaluation report of SADC MS and sets out how legal frameworks should be amended to tackle vulnerabilities linked to divergent national approaches and gaps in the SADC 's anti-money laundering and countering the terrorism of financing (AML/CFT) defences;</li> <li>• assessing the capability of the Financial Intelligence Units in analysing suspicious transaction reports from reporting entities and assess existing coordination mechanism among Member States' Financial Intelligence Units (FIUs) and how the mechanisms can be improved;</li> <li>• to develop the required policies, controls, and procedures to enable MS to identify, assess, understand and manage, and effectively mitigate risks;</li> <li>• harmonising and developing a robust set of common regulatory framework for preventing money laundering and terrorist financing, in line with international standards adopted by the FATF;</li> <li>• develop guidelines that set out how supervisory bodies can effectively apply the Risk-based Approach (RBA) for both public authorities and the private sector institutions central to the effective implementation of the FATF Recommendations;</li> <li>• developing a comprehensive assessment report on regional AML-CFT Technical Compliance with the International AML/CFT Standards and their effective implementation;</li> <li>• developing a Regional Action Plan on AML-CFT (5 years' plan) which will help the region to fully operationalise Annex 12 of FIP but also will inform on the key priorities that the SIBE Programme will support in the near future;</li> <li>• developing a framework for the assessment, implementation and monitoring of the relevant FATF requirements within SADC;</li> <li>• monitoring progress of the SADC Region in the implementation of the FATF Requirements - Shared responsibility with Member States</li> </ul>



	<p>and ESAAMLG;</p> <ul style="list-style-type: none"> <li>developing and implementing a comprehensive AML/CFT capacity development program to strengthen capacity of financial regulators in the region.</li> </ul> <p>The services will be delivered in five separate but interrelated Parts. It should be noted that <b>the timings and locations below are indicative and may be subject to change.</b></p> <p><b>PART 1</b> – Inception and planning – estimated at 10 working days remotely by agreement.</p> <p><b>PART 2</b> – Data collection remotely from Member States and FIP substructures – for a total of 40 working days remotely by agreement:</p> <p><b>PART 3</b> – Data analysis and submission of the Draft Report of the assignment in line with the requested services listed above – estimated at 40 working days remotely by agreement.</p> <p><b>Part 4</b> – Facilitation of one validation workshop of two days for approximately 16 participants from the Member States – estimated at 10 working days through virtual meeting including three-days planning and five-days for reporting on the validation workshop.</p> <p><b>Part 5</b> – Finalisation of the Draft Report to incorporate issues raised from stakeholder’s consultation and brief final assignment report – estimated at 13 working days in Gaborone Botswana or remotely by agreement.</p> <p>The STE endeavours to achieve the following results:</p> <p>States capabilities in particular in relation to the legal and institutional AML/CFT (anti-money laundering / countering the financing of terrorism) assessed;</p> <ul style="list-style-type: none"> <li>Weaknesses of MS to comply with the Financial Action Task Force AML/CFT requirements identified;</li> <li>A comprehensive Regional Action Plan on AML-CFT (5 years plan) developed;</li> <li>AML/CFT risk based due diligence rules and procedures are developed and implemented by MS;</li> <li>Regulatory framework for preventing and suppressing money laundering and terrorist financing, in line with international standards adopted by the FATF developed and harmonised;</li> <li>Capability of the Financial Intelligence Units and other structures in Member States in analysing STRs from reporting entities and coordination among Member States' Financial Intelligence Units</li> </ul>
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	<p>(FIUs) increased.</p> <p><b>Notes</b> - As all the parts of the Assignment are interconnected, it would be damaging for the contracted STE to fail to complete all of the Parts, so whilst some flexibility will be possible with regard to the timing of the Parts of the Assignment, it is important that the contracted STE is available for all Parts.</p> <p>The working days required are estimated and allocation of these to the various parts of the assignment may need to be adjusting in light of experience during the Assignment. However, <b>the overall number of days for this assignment (113 days) will not be changed. If any part of the assignment is not completed within the time allocated, resulting in the actual time spent on the assignment exceeding 90 days, the extra days will not be remunerable.</b></p>
2.4 Deliverables	<p>The STE will provide the following deliverables:</p> <ul style="list-style-type: none"> <li>• <b>Inception Report:</b> a detailed work plan, timeframe and approach to undertake the assignment.</li> <li>• <b>Draft report of the Consultancy</b> to Assess and implement the FATF Recommendations, with annexes reflecting the analysis of the data and information collected during the remotely reviews detailing the result of the assignment.</li> <li>• <b>Validation Workshop Report:</b> a report on the validation at which the draft proposals are presented to the representatives of the Member States.</li> <li>• Final report: a detailed result in line with the objectives and expected result of the assignment considering issues raised during the stakeholders' consultation and comments from the SIBE Task Manager; which in general, should cover the following areas: <ul style="list-style-type: none"> <li>- Executive Summary;</li> <li>- Objectives;</li> <li>- Scope and Methodology;</li> <li>- Analysis and Findings;</li> <li>- Lessons Learned; and</li> <li>- Conclusions and Recommendations</li> </ul> </li> </ul> <p><b>Note:</b> All deliverables will be the property of the SADC Secretariat.</p>
2.5 Management	<p>The STE will report to and will be under the day-to-day supervision of and will report to the Task Manager/SPO Finance and Investment,</p>

	through the SIBE Programme Coordinator.
2.6 Methodology	<p><b>PART 1: INCEPTION – 10 FEE DAYS</b></p> <p>This Part will begin with an inception and assimilation phase, including a 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 is expected to become conversant with</p> <ul style="list-style-type: none"> <li>• the SADC Vision 2050, RISDP 2020-2030 and its Implementation Plan.</li> <li>• the SADC Protocol on Finance and Investment.</li> <li>• the SADC Industrialisation Strategy and Roadmap (2015-2063) and its Action Plan.</li> <li>• the CCBG Strategic Focus Areas (2021-2023) pertaining to AML/CFT and financial sector stability.</li> <li>• the Strategic Plans and Key Initiatives of the FIP Substructures who are contributing to AML/CFT in the region (CCBG, CISNA, CoSSE, SADC DFRC/DFIs).</li> </ul> <p>The STE will complete a brief inception report including methodology for the assignment and make an inception Presentation of the report to the Secretariat.</p> <p><b>PART 2: REMOTE DATA COLLECTION – 40 FEE DAYS</b></p> <p>This part will be focussed on data collection remotely from FATF-Style regional bodies, Member States and FIP substructures.</p> <p><b>PART 3: DRAFT REPORT OF THE ASSIGNMENT - 40 FEE DAYS</b></p> <p>During this Part, the STE will proceed to analysing 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.</p> <p>A gap of at least 5 weeks is to be allowed at the end of Part 3 to enable the training materials to be translated into French and Portuguese.</p> <p><b>PART 4 – VALIDATION WORKSHOP – 10 FEE Days</b></p> <p>The STE should facilitate a 2-day workshop to disseminate the findings of the assessment and also get feedback from the stakeholders, including 3 days preparation and 5 days for incorporating all comments</p>

	into the Draft Report. <b>PART 5 – FINAL REPORT – 13 FEE DAYS</b> The STE will finalise the report 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				
<b>3. Resources allocated</b>					
<b>3.1 Resources from the Technical Assistance contract</b>					
	Part 1	Part 2	Part 3	Part 4	Part 5
Up to 113 STE days	10	40	40	10	13
Up to 0 per diem days (approximate)	0	0	0	0	0
Mobilisation travel	0			0	
Regional travel	0	0	0	0	0
	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.				
<b>3.2 Other related resources allocated from the SADC-SIBE budget</b>					
Workshop budget	Zoom/Webinar				
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.				
<b>3.3. Expert profile</b>					

Qualifications and skills	<ul style="list-style-type: none"> <li>• At least a master's degree in Economics, Finance or Banking and Finance Law or any other related area from a recognised institution.</li> <li>• Excellent written and communication skills in English.</li> </ul>
General professional experience	<ul style="list-style-type: none"> <li>• Minimum 10 years of general professional experience in the area of AML/CFT.</li> <li>• At least 7 years of experience in Finance, Banking, including experience with international, regional and national organisations.</li> <li>• Be familiar with the supervision and regulation of financial institutions under the FATF Recommendations.</li> </ul>
Specific professional experience	<ul style="list-style-type: none"> <li>• At least 7 years' experience in at least one of the following: financial sector development, financial regulation environment, regional financial integration, financial research and analysis.</li> <li>• Sound Knowledge of the international AML/CFT standards, FATF mutual evaluations and relevant professional work experience on AML/CFT matters preferably in Southern Africa.</li> <li>• Knowledge of the issues and processes involved in regional economic and financial integration, preferably in Southern Africa.</li> <li>• Knowledge of EU/SADC coordinated development effort, strengthening and harmonisation of the policy and regulatory framework for finance in the region.</li> <li>• Fluency and exceptional drafting and reporting skills in English is required. Fluency in Portuguese or French would be an added advantage.</li> </ul>
Equipment	The STE is expected to utilise his/her own laptop computer and cellular telephone as well as arranging his/her own/local transport. He/she should have access to a stable and reliable internet service.

#### 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	<p>The indicative expected start date is <b>1 August 2021</b>.</p> <p>The indicative expected end date is <b>31 January 2022</b>.</p>
4.3 Working	The working week is from Monday to Friday, except in case of official

week	<p>holidays or SADC closure days as recorded in Annex 1.</p> <p>Weekends are not normally considered as working days unless specifically requested and confirmed in advance in writing by the SADC Secretariat. However due to the timing of the training events some weekend dates are utilised in Part 4.</p>
<b>5. Reporting</b>	
5.1 Language	The Assignment language and all reporting shall be in English
5.2 Progress reporting	<p><b>Submission and approval procedure for inception and progress reports</b></p> <p>All written reports shall be submitted in soft copy by email, <b>with Arial font size 12</b>, 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 for quality control through the Programme Coordinator; then they will be submitted to the S-KRA 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 STE within 10 working days of receipt of each report.</p> <p><b>Part 1 - Inception report</b> (numbered <b>0XX/STE/IR</b>) <b>and presentation</b></p> <p>The STE will complete an inception report and submit it by the end of Part 1. The Report will include a methodology for the Assignment.</p> <p>At the end of Part 1 the STE will make a brief Power Point presentation to the Secretariat of the inception report.</p> <p><b>Note:</b> this presentation is a deliverable and should be annexed to the Inception Report. The inception report will be submitted by the STE to the Consortium through the Programme Coordinator, copied to the Secretariat. The Consortium will formally submit it to the SADC Secretariat (SPO Finance and Investment) for approval.</p> <p>After submission, the Secretariat will consider the report and provide any feedback within 5 working days.</p> <p><b>Parts 2 &amp; 3 &amp; 4 – Progress report</b> (numbered <b>0XX/STE/PR</b>)</p> <p>At the end of Parts 2, 3 and 4, the STE will submit a progress report within 2 working days at the end of each Part. 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</p>



	<p>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 key stakeholders.</p>
5.3 End of Assignment Reporting	<p><b>Part 5 - End of Assignment Report (EoAR)</b> (numbered <b>0XX/STE/EoAR</b>) 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"><li>• An Executive Summary of the whole assignment;</li><li>• List of activities carried-out during the assignment;</li><li>• Methodology/Discussion of key issues;</li><li>• Main Conclusions and Lessons Learned;</li><li>• Recommendations for further support to the beneficiary;</li><li>• Key Annexes, such as all deliverables produced, including the completed updated validation workshop report.</li></ul> <p>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</p>

	<p>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> <p><b>EOAR Submission and Approval procedure:</b></p> <ul style="list-style-type: none"> <li>▪ After end of assignment, EoAR will be submitted by email to the Consortium (through the Programme Coordinator) for quality control; then, it will be submitted to the Result Area (RA) manager for technical comment for the STE. Technical comments will be issued within 10 working days.</li> <li>▪ 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 issued by SADC within one month since submission, the EOAR will be deemed satisfactory.</li> <li>▪ Upon acceptance (or if the one-month period has elapsed since submission without comments being issued), the EoAR shall be submitted to the RA manager and the SIBE Task Manager for administrative approval, through the Programme Coordinator.</li> <li>▪ The Assignment will not be considered to be complete until the approval of the SIBE Task Manager to the EoAR has been obtained.</li> <li>▪ The EoAR shall be delivered in soft copy. The soft copy shall include deliverables produced as annexes. The soft copy must not be in pdf format preventing formatting.</li> </ul>
<b>6. Administrative Information</b>	
Timesheets	<p>The STE 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:</p> <ul style="list-style-type: none"> <li>- the SIBE Task Manager;</li> <li>- SIBE Programme Co-ordinator and Team Leader; and</li> <li>- Result Area Manager.</li> </ul> <p>- 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 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>



## **Annexes to ToR (0292/RA 2.1)**

**Annex 1:** Experts scoring grid

**Annex 2:** Botswana official holidays. 2021-22 (Non-working/fee days)

**Annex 3:** Gantt Chart

**Annex 4:** Estimated budget

## ANNEX 1.

### Experts scoring grid

Qualifications and Experience	Points
<b>Qualifications and skills:</b>	20
	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
<b>General professional experience:</b>	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
<b>Specific professional experience:</b>	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
<b>Score</b>	100



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

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

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

[illegible]







#### **ANNEX 4. Estimate budget**