



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: 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 build capacity of exchange control officers at Members States and to investigate the factors that drive and/or constrain capital/foreign investment flows in the SADC region and how capital flows respond to the factors and also investigate the impact of capital controls/measures on the scale and composition of foreign investment flows in SADC. |
| Reference no.: | ToR 0292/RA 2.2 |
| Activity Code: | 0292.2.2 |
| Responsible SADC SPO: | Mario Lironel, Senior Programme Officer – Finance and Investment (Task Manager) |
| Date of issue: | 01 April 2022 |
| 1. Background | |
| 1.1 Background to SADC | <p>The Southern African Development Community (SADC) was formed in 1980 as the “Southern African Development Co-operation Conference” (SADCC) by nine of the current Member States. On 17 August 1992 in Windhoek, Namibia, the SADCC was transformed into SADC with the signing of the SADC Declaration and Treaty. SADC currently has 16 Member States: Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia and Zimbabwe. SADC has a combined population of approximately 360 million and a Gross Domestic Product (GDP) of more than 700 billion (2019).</p> <p>SADC has a long-term Vision of a regional community that has a common future and that will ensure social-economic well-being, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the people of Southern Africa, as enshrined in the Treaty. In particular, by 2050, SADC envisions a peaceful, inclusive, middle to high income industrialised region, where all citizens enjoy sustainable economic well-being, justice and freedom. This SADC Vision 2050 is expressed in three Pillars: Industrial Development and Market Integration; Infrastructure Development in Support of Regional Integration; and Social and Human Capital Development, and built on a firm foundation of Peace, Security and Good Governance.</p> <p>The Treaty aims are implemented through agreements including Protocols that are legally binding international agreements committing the Member</p> |

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 movement of capital and mobilization of financial resources for the promotion of growth and development in the region.

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>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 Result Areas (RAs):</p> <p>RA1 - An enabling investment policy framework across SADC Member States is supported</p> <p>This result area covers the following main activities:</p> <ul style="list-style-type: none"> i. Set-up a dialogue at regional level on improving investment and business environment in SADC; ii. Provide ad-hoc support to Member States in developing structured public-private dialogue mechanisms for improving investment and business environment in SADC; iii. Harmonise SADC Member States' investment and business environment related laws and regulations; and iv. Enhance the SADC Tax regime in support of a conducive investment and business environment. <p>RA2 - Enhanced integration of financial markets in the SADC region is promoted</p> <p>Under this Result area, the programme will assist in:</p> <ul style="list-style-type: none"> i. Developing financial markets in the SADC region ii. Developing policies and strategies to address risks to financial stability at regional and national levels; and iii. Strengthening SADC Real Time Gross Settlement System (SADC-RTGS), Committee of Insurance, Securities and Non-Banking Authorities (CISNA), Committee of SADC Stock Exchanges (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> <ol 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 of 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 carry out an Assignment “To build capacity on capital controls and Capital Flows Management”. The Assignment will be carried out by one contracted senior level STE and a data collector.</p> |
| <p>1.3 Background - this Assignment</p> | <p>This Assignment is being commissioned under SIBE Result 2 “Enhanced integration of financial markets in the SADC region is promoted”, Activity 2.1 “Mutual recognition of supervisory agencies of Central Banks”.</p> <p>In the area of exchange controls, all Member States have fully liberalised the current account of the Balance of Payments (BOP), with only administrative controls remaining. However, the capital account is not liberalized in twelve (12) of the SADC Member States, with only Botswana, Mauritius, Seychelles and Zambia having attained full liberalisation. Literature shows that the IMF has not been clear and open on the issues concerning Capital account liberalization. The IMF has however, been vocal on prudential measures/controls to mitigate against risks (and threats) on financial stability. There remains a gap in literature on how SADC Member States should respond to numerous macroeconomic shocks resulting from the volatility of capital flows.</p> <p>Whilst deliberating on the issue of exchange control liberalisation, it has to be noted that the Common Monetary Area (CMA) Member States, i.e., Eswatini, Lesotho, Namibia and South Africa, have no exchange controls among themselves but have exchange controls vis-à-vis the rest of the world, thus requiring a different approach in terms of the overall liberalisation of exchange controls in the region.</p> |

| | |
|---|--|
| | <p>Capital account liberalisation needs to be looked at in the context of capital flows and how these affect macroeconomic stability. The issue of how emerging markets manage large and volatile capital flows into their countries thus remains important and requires a holistic approach. There is inadequate empirical data on how SADC Member States are engaging on capital account liberalisation, as well as policy measures that each Member State is using to manage excessive capital flows or capital flight in a manner that guards against financial instability and achieving sustainable growth. As long as Capital Flows Management (CFM) have the intended effect of safeguarding financial stability, they are deemed as macro-prudential measures. Emerging market economies, however, continue to face challenges in managing capital flows management. This could also be a result of a lack of understanding on capital flows management.</p> <p>During the SADC Exchange Control Committee Meeting held in October 2021, the Committee approved the proposal for a roadmap/plan for capital account liberalisation. It is therefore in that context that there has risen the need for a better understanding of the capital account liberalisation and capital flows management. The available quantitative and qualitative data on exchange control liberalisation in SADC creates a basis for further study to assess the impact of capital controls on cross-border investment in SADC. This requires the involvement of all stakeholders in order to ensure that all stakeholders have a full understanding of capital flows management and capital account liberalisation.</p> <p>Key stakeholders at regional level comprise among others the following:</p> <p>The SADC Exchange Control Committee (ECC): consisting of representatives of Ministries of Finance and Central Banks, was established to facilitate and ensure implementation of Annex 4 of the Protocol on Finance and Investment by (i) facilitating cooperation between Member States in the implementation of their exchange control policies and (ii) coordinating the exchange control policies of Member States. One of the main objectives is to review exchange control policies to ensure exchange control convergence as Member States move towards full exchange control liberalisation.</p> <p>Committee of Central Bank Governors (CCBG) in SADC: The Central Banks as custodians of the financial sector regulatory framework are the implementers of Member States' exchange control policies as well as supervisors of the banking sector.</p> |
| <p>2. Description of the Assignment</p> | |
| <p>2.1 Global objective</p> | <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 enhancement of cooperation and coordination of the exchange control policies.</p> |

| | |
|--------------------------------|--|
| <p>2.2 Specific objectives</p> | <p>The specific objective of the Assignment is to build capacity of exchange control officers at Members States and to investigate the factors that drive and/or constrain capital/foreign investment flows in the SADC region and how capital flows respond to these factors and also investigate the impact of capital controls/measures on the scale and composition of foreign investment flows in SADC. The assignment is also expected to provide a smooth transition for the liberalisation of the capital account and or capital flows management whilst also building the capacity of exchange control officials to monitor the individual Member States liberalisation programs in line with the aspirations of Annex 4 of the Protocol on Finance and Investment.</p> |
| <p>2.3 Requested services</p> | <p>The STE is expected to capacitate the exchange control officials in the continuous use of the Exchange Control Liberalisation Index to monitor the liberalisation of exchange controls and on specific exchange control issues in preparation for the capital account liberalisation program. The STE will specifically, but not limited to: -</p> <ul style="list-style-type: none"> i. Transfer of knowledge and skills to the Specialised Coding Committee - SCC <ul style="list-style-type: none"> (a). Design Training of Trainers programme to ensure effective capacity building and skills transfer to the SCC and selected representative for each member country to ensure the process of collecting, analysing and reporting data on the state of liberalisation of current and capital accounts at Member State level, as well as to validate and verify results of the ECLI questionnaire; (b). Train the SCC on their role of monitoring exchange control policy developments and enforcement of routine reporting Training capacity for coding/rating and analysis; (c). Advising on the revitalisation process of the SCC, and develop bilateral engagement plans with Member States in order to improve the level of adoption and use of the ECLIV 2 tool. ii. Capital Flows management <ul style="list-style-type: none"> (a). Review the quantitative and qualitative data on exchange controls from exchange control liberalisation index; Investigate the factors that drive and or constrain capital/foreign investment flows in the SADC region; (b). Investigate the impact of capital controls/measures on the scale and composition of foreign investment flows in SADC; |

| | |
|------------------|--|
| | <p>(c).Examine the impact of the removal/liberalisation of capital controls on Foreign Direct Investment (FDI);</p> <p>(d).Identify the macroeconomic imperatives needed to continue imposing some capital controls;</p> <p>(e).Establish whether there is still a need for continued administration of capital controls in SADC;</p> <p>(f). Identify specific circumstances where capital flows management can be useful;</p> <p>(g).Examine the pattern for the administration of capital controls and how they affect the capital flows management measures applied in SADC;</p> <p>(h).Explore the IMF’s outlook to capital account liberalisation/management;</p> <p>Analyse the relationship and practices in SADC Member States regarding capital account liberalisation versus capital flows management.</p> <p>PART 1 – Inception and planning – estimated at 12 working days remotely by agreement.</p> <p>PART 2 –Capacity Building and Data Collection – estimated at 30 working days remotely or physical visits based on status of Covid-19 and by agreement. Review and Validation of available data on capital controls, foreign investment flows and capital flows management measures.</p> <p>PART 3 – Modelling and Data Analysis and submission of the Draft Report of the Assignment in line with requested services listed above – estimated at 30 working days remotely by agreement.</p> <p>Part 4 – Validation: Facilitation of one virtual validation workshop estimated at 5 days for participants from Member States –remotely or hybrid including 2-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 including a brief End of Assignment report (EoAR)– 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 STE will provide the following deliverables:</p> <ol 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: Capacity Building report detailing the Knowledge and Skills transfer to SADC member countries and Data |

| | |
|-----------------|--|
| | <p>Collection report, detailing the process and findings from the data collection for capital flows management assignment;</p> <p>iii. Draft Report for both parts of the Assignment, including modelling results of the impact of capital controls and capitals flows management measures on FDI in the SADC Region.;</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 results 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> <ul style="list-style-type: none"> (a) Executive Summary; (b) Objectives; (c) Scope and Methodology; (d) Analysis and Findings; (e) Lessons Learned; and (f) Conclusions and Recommendations. <p>Note: 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 the Task Manager/SPO Finance and Investment, and the SIBE Coordinator. Operationally, the STE will be in close collaboration with the key result area manager and the SIBE Finance, AML/CFT Expert.</p> |
| 2.6 Methodology | <p>PART 1: INCEPTION – 12 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 is 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 12, <p>The ECLI Model and all relevant literature on ECLI. The STE will complete a brief inception report including methodology for the assignment and make an inception presentation of the Report to the Secretariat. The STE should not wait for formal approval or adoption of the Inception Report but should proceed to making arrangements for data collection (Part 2) while awaiting SADC’s response on the Inception Report.</p> <p>PART 2: DATA COLLECTION– 30 FEE Days</p> |

| | |
|--|---|
| | <p>This part will be in 2 sub-parts focussed on the review and validation of ECLI data for Member States and data collection in Member States and/or to FIP substructures on capital controls/capital flows management assignment. The second part of the assignment, which is conducting capacity building on ECLI administration by SCC is to be done at a later stage.</p> <p>PART 3: DRAFT REPORT OF THE ASSIGNMENT - 30 FEE DAYS</p> <p>During this Part, the STE will proceed to the modelling and analysis of the data and information collected during the previous phases.</p> <p>A gap of at least 5 weeks is required at the end of Part 3 to enable the Draft Report to be translated into French and Portuguese. This part is non-remunerable.</p> <p>PART 4 – VALIDATION WORKSHOP – (5 Fee days)</p> <p>During this Part, the STE will facilitate one virtual or hybrid validation workshop of 5 days for participants from selected grouped Member States including 2 days for preparation. 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 will produce an updated 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 validation workshop and comments from the SIBE Task Manager and Result Area (RA) 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 87 STE days | 12 | 30 | 30 | 5 | 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 STE will be facilitated to engage with stakeholders virtually through introductory letters. The STEs are expected to arrange at their own cost for | | | | |

| | |
|--|--|
| | <p>any transportation necessary for the STE or the data gatherers in the locations of the Assignment.</p> <p>The STE is encouraged to engage, at their cost, data gathering associates in the various Member States. The days for Parts 2 and 3 take into account that it may be necessary for the STEs to engage in-country data collection associates.</p> |
| 3.2 Other related resources allocated from the SADC-SIBE budget | |
| Workshops budget | The virtual or hybrid workshop will be held as part of work under Result 2.2 funding. |
| Translation of documents | <p>The translation of documents will be arranged by SADC secretariat separately.</p> <p>It should be noted that a minimum of 5 weeks is required from the hand-over of materials for translation .</p> |
| Interpretation | Interpretation when/if necessary, will be arranged by SADC Secretariat separately. |

| General professional experience Specific experience | |
|--|--|
| 3.3.1 Qualifications and skills | <ul style="list-style-type: none"> • University degree in a field related to the Assignment such as economics, finance or additional 10 years of related professional experience. • Excellent written and communication skills in English. |
| 3.3.2 General professional experience | <ul style="list-style-type: none"> • Minimum 5 years of professional experience in the area of exchange control policies and regulations. • Experience in conducting policy, economic and financial research and analysis. |
| 3.3.3 Specific professional experience | <ul style="list-style-type: none"> • Experience in conducting policy research in the area of exchange control reform and liberalization; • 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 implementation of the SADC Financial Integration Agenda will be considered as an asset. • Experience in capacity building • Experience in macroeconomic modelling |

| | |
|--|--|
| 3.3.4 Equipment | The STE is expected to utilise their own laptop computers and cellular telephones. |
| 4. Location duration and planning | |
| 4.1 Location of work | The Assignment will be carried out remotely by agreement. |
| 4.2 Duration | The indicative expected start date is 1 June 2022 . The indicative expected end date is 4 November 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 and in writing by the SADC Secretariat. |
| 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 SADC Support Consortium (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 FinMark Trust (Consortium leader) 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 STE within 10 working days of receipt of each report.</p> <p>Part 1 - Inception report (numbered 029/0XX/STE/IR) and PowerPoint presentation</p> <p>The STE will complete an inception report and submit it by the end of Part 1. The Report will include a methodology for the Assignment.</p> <p>At the end of Part 1 the STE will make a brief Power Point presentation of the inception report to the Secretariat.</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, copied to the Secretariat. The FinMark Trust will formally submit it to the SADC Secretariat (SPO Finance and Investment) through the Programme Coordinator 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/xx)</p> <p>At the End of Parts 2 & 3 & 4, the STEs 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 Exchange Control Committee.</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 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; • 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 through the Programme Coordinator for quality control; then it will be submitted to the RA manager for technical comment for the STE. Technical comments will be issued within 10 working days. • The STE shall address all the technical comments within 15 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 after submission, the EoAR will be deemed satisfactory. • Upon acceptance (or if the one-month period has elapsed since submission without comments being issued), the EoAR shall be submitted to the RA Manager and the SIBE Task Manager 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. |
| <p>15.4 Report quality, structure, formatting and editing</p> | <ul style="list-style-type: none"> • The STE is responsible for ensuring the quality of his/her reports using the templates and report structures provided or suggested by the LTEs or Programme Coordinator. It is expected that the STE will ensure that the reports are formatted properly and proof-read for grammatical, spelling and other mistakes. While the reports will go through review by the LTEs and other members of the SIBE team, it is not expected that the reviewers will have to correct grammar, spelling and formatting errors. If the STE does not have skills in this respect s/he is expected to seek the services of an editing expert at his/her own cost. |
| <p>6. Administrative Information</p> | |
| <p>Timesheets</p> | <p>The STE will complete a monthly timesheet (within two days of the end of the month) according to the template provided, recording days worked.</p> <p>Fees will be due only for working days recorded in timesheets that are countersigned by:</p> <ul style="list-style-type: none"> - SIBE Programme Co-ordinator and Team Leader; - SIBE RA Manager; - The SIBE Task Manager; <p>The monthly Timesheet should be accompanied by the monthly Progress Report, and both should be submitted by e-mail for review and approval.</p> |

7. Endorsement

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

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

ANNEX 1. Experts scoring grid

ANNEX 2: Botswana official holiday 2022-23 (non-working/fee days)

ANNEX 3: Gantt chart

ANNEX 1.
Experts scoring grid

| Qualifications and Experience STE1 | Points* |
|--|------------|
| Qualifications and skills: | 20 |
| University degree in a field related to the Assignment such as economics, finance or additional 10 years of related professional experience. | 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 5 years of professional experience in the area of exchange control policies and regulations. | 10 |
| Experience in conducting policy, economic and financial research analysis and development. | 20 |
| Specific professional experience: | 50 |
| Experience in conducting policy research in the area of exchange control reform and liberalization; | 15 |
| Experience of working in a developing economy environment and particularly in the SADC region will be considered as an asset. | 10 |
| Knowledge of the issues and challenges regarding implementation of the SADC Financial Integration Agenda will be considered as an asset. | 10 |
| Experience in capacity building | 5 |
| Experience in macroeconomic modelling | 10 |
| Score | 100 |

ANNEX 2:
Botswana official holidays 2022-2023¹

| Day | Date | Occasion |
|------------|-------------------|-----------------------|
| Saturday | 1 January 2022 | New Year's Day |
| Monday | 3 January 2022 | Public Holiday |
| Tuesday | 4 January 2022 | Public Holiday |
| Friday | 15 April 2022 | Good Friday |
| Saturday | 16 April 2022 | Public Holiday |
| Sunday | 17 April 2022 | Easter Sunday |
| Monday | 18 April 2022 | Easter Monday |
| Sunday | 1 May 2022 | Labour Day |
| Monday | 2 May 2022 | Public Holiday |
| Thursday | 26 May 2022 | Ascension Day |
| Friday | 1 July 2022 | Sir Seretse Khama Day |
| Monday | 18 July 2022 | President's Day |
| Tuesday | 19 July 2022 | Public Holiday |
| Friday | 30 September 2022 | Botswana Day |
| Saturday | 1 October 2022 | Public Holiday |
| Sunday | 25 December 2022 | Christmas Day |
| Monday | 26 December 2022 | Boxing Day |
| Tuesday | 27 December 2022 | Public Holiday |
| Sunday | 1 January 2023 | New Year's Day |
| Monday | 2 January 2023 | Public Holiday |

¹ These dates are indicative and subject to change or confirmation by the Government of the Republic of Botswana.

ANNEX 3: Indicative Gantt Chart

| | Task Description | Duration (days) | Start Date | End Date | Week 1 | Week 2 | Week 3 | Week 4 | Week 5 | Week 6 | Week 7 | Week 8 | Week 9 | Week 10 | Week 11 | Week 12 | Week 13 | Week 14 | Week 15 | Week 16 | Week 17 | Week 18 | Week 19 | Week 20 | Week 21 | Wk. 22 | Week 23 | Week 24 | Week 25 | Week 26 | Week 27 | Week 28 | |
|---|--|------------------------|-------------------|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|--|
| 1 | Inception period | 12 | 1 June | 16 June | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Data collection | 30 | 17 June | 28 July | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Data analysis and submission of Report | 30 | 29 July | 8 Sept | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Translation | 25 | 9 Sept | 20 Oct | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Validation Workshop | 5 | 21 Oct | 27 Oct | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Submission of the final report | 10 | 31 Oct | 4 Nov | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

