



## SUPPORT TO IMPROVING BUSINESS AND INVESTMENT ENVIRONMENT (SIBE)

Terms of Reference (ToR) for Recruitment of Short-Term Expert (STE)	
Title of Assignment:	<b>Develop a Regional Strategy on Enterprise and Supplier Development (ESD) to support partnerships for SMEs local sourcing programme</b>
Reference no.:	TOR
Activity Code:	
Responsible SADC SPO:	Mario Lironel, SPO Finance and Investment, SIBE Task Manager, Directorate Finance, Investment and Customs
Date of issue:	9 March 2023
1. Background	
1.1 Background SADC	<p>The Southern African Development Community (SADC) was formed in 1980 as the “Southern African Development Co-operation Conference” (SADCC) by nine of the current Member States. On 17 August 1992 in Windhoek, Namibia, the SADCC was transformed into SADC with the signing of the SADC Declaration and Treaty. SADC currently has 16 Member States: Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia and Zimbabwe. SADC has a combined population of approximately 380 million and a Gross Domestic Product (GDP) of more than 780 billion (2021).</p> <p>Article 5 of the Declaration and Treaty of SADC identifies the Organisation’s key objectives as:</p> <ul style="list-style-type: none"><li>• to further the socio-economic integration of the Region and thus attain development and economic growth, the alleviation of poverty and an enhanced standard and quality of life;</li><li>• to encourage political co-operation, evolve common political value systems and institutions; and to promote peace and security;</li><li>• to encourage self-sustaining development on the basis of collective self-reliance and interdependence of Member States;</li><li>• to advance complementary national and regional strategies and programmes;</li><li>• to support and maximise productive employment and utilisation of resources within the Region; and</li><li>• to achieve sustainability of natural resources and effective protection of the environment.</li></ul>

	<p>The region envisages deeper economic integration starting with Free Trade Area which was launched in 2008 and moving on to Customs Union, Common Market, Monetary Union and finally a single currency.</p> <p>The Treaty aims are implemented through agreements including Protocols that are legally binding international agreements committing the Member States to the objectives and specific procedures stated within them. Currently, SADC has a number of Protocols, including the Protocol on Finance and Investment (2006, which was amended in 2016); the Protocol on Trade (1996); the Protocol on Mining (1997); the Protocol on Trade in Services (2012); and the Protocol on Industry (2019).</p> <p>There are additional strategic documents that guide SADC’s activities towards regional integration including the Regional Indicative Strategic Development Plan (RISDP, 2003) that 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.</p> <p>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 is 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 mandate of the Secretariat is facilitatory. 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 SADC Secretariat 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 will be implemented over a period of 55 months from the date of signature of the Agreements.</p> <p><b>The overall objective</b> of the Programme is to achieve sustainable</p>

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).

**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.

The Programme focuses its support on the following Results Areas (RAs):

**RA1 - An enabling investment policy framework across SADC Member States is supported**

This result area covers the following main activities:

- 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.

**RA2 - Enhanced integration of financial markets in the SADC region is promoted**

Under this Result area, the programme will assist in:

- 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).

**RA3 - Enhanced financial inclusion is supported**

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:

- i. Develop and implement Financial Inclusion Strategies;
- ii. Identify key financial inclusion regulatory areas for

	<p>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 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>The Terms of Reference (ToRs) are a request for the provision of consultancy services to the SIBE Programme to carry out an assignment on: <b>Develop Regional Strategy on Enterprise and Supplier Development (ESD) to support sub-contracting partnerships for SMEs local sourcing programme</b></p>
<p>1.3 Background - this Assignment</p>	<p>“Ensuring responsible and inclusive investment for development” is one of the five (5) Action Areas of the SADC Investment Policy Framework (IPF). The objective of this action area is to promote policies for more responsible and inclusive investment for development. Its specific sub-action areas include among others:</p> <p>(i) Aligning investment policy with national, regional and international development objectives; and</p> <p>(ii) Enhancing support to local entrepreneurship, including small and medium-sized enterprises (SMEs) and women entrepreneurship.</p> <p>Small and Medium Enterprises play a crucial role in achieving the industrial and economic development objectives of an economy.</p> <p>SMEs play an important role in employment creation, especially for the unskilled and semi-skilled jobs. However, in spite of this recognised importance, the performance of SMEs, especially when it comes to manufacturing for export, is very limited due to a number of factors among which: lack of effective implementation of programmes that are meant to support SMEs activities, administrative bottlenecks, lack of entrepreneurial skills, lack of marketing skills, inadequate institutional support, limited commercial bank financial support for SMEs, which makes them more vulnerable, and inherent biases against SMEs.</p> <p>On top of the above, the inherent government procurement policy bias towards large firms, limits SMEs opportunities for business growth. SMEs lack of access to reliable and bigger markets which is due to their inability to produce larger output and thus, satisfy large domestic and foreign markets unless they are organised into clusters.</p>

Other challenges SMEs are facing include: fierce regional and international competition, increased demands of differentiated consumer preferences, and high and sophisticated standards.

For SMEs to realise their full potential as an engine of growth, it is important to create a favourable environment, and more particularly, appropriate vehicles, that enable them to expand and prosper. Those vehicles could help SMEs to become a major source of entrepreneurial development, industrial development as well as economic growth, and hence, employment creation for poverty reduction.

Some commendable initiatives have been put in place in a number of countries to support SMEs development, among which: creation of specific institutions for SME support and coordination, the establishment of SME Funds, policies on participation of SMEs in public procurement.

Government procurement can be a very beneficial link between government budgets and commercial activities. It can be used profitably to enlarge and develop SMEs. There are some initiatives within the government procurement system that are geared towards SME development. Such initiatives include the Local Procurement Programme (LPP), and lately, the guidelines on the use of locally manufactured goods and services, which require that central and local government institutions and parastatal organisations procure all their goods and services from locally based firms, provided these firms meet the required delivery time and standards, and are appropriately priced.

Local procurement policy, strategy and related regulations would enable local businesses (more specially SMEs) to access to supply chain opportunities that arise from the presence of foreign and corporate businesses' operations. It could also enable SMEs participation in public procurement at central, local level, and parastatal companies' levels. The tool could also address the skills development programme for SMEs and appropriate SMEs financing mechanisms.

Enterprise supplier development (ESD) is one of local content components which relates to local sourcing or local procurement as a strategic investment/business tool to support inclusive and sustainable development goals.

It is against this background that the Secretariat, under the Support to Improving the Investment and Business Environment in the SADC Region (SIBE) Programme, is developing a regional tool on Enterprise Supplier Development based on regional and international best practices that SADC Member States could use to develop their national policies, strategies and regulations to support ESD programme.

<b>2. Description of the Assignment</b>	
2.1 Global objective	<b>The overall objective</b> of this assignment is to create opportunities for SMEs to grow and nurture their businesses through strengthening their participation in corporate value chains in order to leverage business benefits in SADC region.
2.2 Specific objectives	<p><b>The specific objectives</b> of the assignment are to:</p> <ul style="list-style-type: none"> <li>(i) increase the proportion of goods and services that are sourced locally without compromising on cost, quality or safety;</li> <li>(ii) increase the quantity and quality of jobs created by SMEs;</li> <li>(iii) improve competitiveness of SMEs across the value chains; and contribute to poverty reduction; and</li> <li>(iv) enhance pathways for the formalisation of SMEs</li> </ul>
2.3 Requested services	<p>Following tasks are envisaged in this assignment:</p> <ul style="list-style-type: none"> <li>(i) <b>Assess existing policy and strategy frameworks on ESD programme in SADC Region and at the rest of the world; and best practices aiming at promoting SMEs participation in public procurement and in corporate value chains.</b> <p>The assessment should cover both national, regional and international contexts. The assessment shall identify among others:</p> <ul style="list-style-type: none"> <li>• systems to ensure procuring entities are complying;</li> <li>• deterrents for non-compliance;</li> <li>• supporting mechanisms to build capacity of MSMEs to ensure they honour supply orders without creating inefficiencies for procuring entities; and</li> <li>• mechanisms to ensure that large firms are not evading these policies through registration of stronger MSMEs that are outcompeting regular MSMEs.</li> </ul> </li> <li>(ii) <b>Identify Strategic intervention areas for developing the SADC Regional ESD Strategy:</b> <p>The intervention areas should address the key identified challenges facing SMEs and proposed means and approaches to address them. These should include among others access to finance to improve the productive capacity for goods and services, Skills development, Priority sectors, quality infrastructure (Standards/Sanitary and Phytosanitary</p> </li> </ul>

	<p>Measures).</p> <p><b>(iii) Develop a SADC ESD Regional Strategy to support partnerships for SMEs local sourcing programme.</b></p> <p>SADC ESD regional Strategy will be a basis for Member States to develop their national ESD for those that do not have any related framework and to strengthen existing initiatives for those that are embarked in the ESD programme.</p>
2.4 Deliverables	<p>The main expected <b>deliverables</b> of this assignment are:</p> <ul style="list-style-type: none"> <li>i. An <b>Inception Report</b> reflecting the understanding of the assignment by the STE and the approach to be used to deliver.</li> <li>ii. <b>A Data Collection Report which</b> summarises the outcomes of stakeholder’s engagement and desk research. It is expected from the STE to engage with the EU delegation in the location of work.</li> <li>iii. <b>A Data Analysis Report</b> which will set the tone for developing the ESD regional strategy.</li> <li>iv. <b>A draft ESD Regional Strategy</b></li> <li>v. <b>A Report of the Validation Workshop</b></li> </ul> <p>The workshop will be attended by Member States senior officials from Ministries, State agencies, representatives from the private sector, Non State Actors and Development Cooperating Partners among which the country EU Delegation.</p> <ul style="list-style-type: none"> <li>vi. <b>A Final ESD Regional Strategy</b> based on outcomes of the validation workshop; and</li> <li>vii. <b>An Executive Summary</b> of the whole document, in PowerPoint format for presentation purposes.</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 the SIBE Programme Coordinator and Task Manager/SPO Finance and Investment.</p>
2.6 Methodology	<p>The assignment will broadly entail:</p> <p><b>1. Part 1: Inception and planning (10 fee days);</b></p> <p>During this phase the STE is also expected to become conversant with:</p> <ul style="list-style-type: none"> <li>i. the SADC Vision 2050 and RISDP 2020-2030;</li> <li>ii. the SADC Protocol on Finance and Investment;</li> <li>iii. the SADC Business and Investment Promotion Strategy (BIPS);</li> </ul>

	<ul style="list-style-type: none"> <li>iv. the SADC Investment Policy Framework; and</li> <li>v. the SADC Industrialisation Strategy and Roadmap (2015-2063) and its Action Plan.</li> </ul> <p>2. <b>Part 2: Data collection (30 fee days)</b>, including the following tasks:</p> <ul style="list-style-type: none"> <li>i. undertaking desk review of key documentation related to the investment environment in the country, strategic documents, existing studies etc.;</li> <li>ii. undertaking consultations with relevant stakeholders including think-tanks, officials from Ministries, Private Sector including SME Associations and International Cooperating Partners. This will be done to gather the necessary primary information, partly to verify the data collected from the documentation review and also to fill the gaps that emerge from the literature review;</li> <li>iii. participating in SADC Investment Sub-Committee meetings to gather other eventual comments and recommendations related to the assignment.</li> </ul> <p>During this phase the STE is also expected to become conversant with the documents listed in Part 1.</p> <p>3. <b>Part 3: Data analysis and submission of the related draft report in line with the requested services listed above (15 fee days).</b></p> <p>4. <b>Part 4: Development of a structured draft of the ESD Regional Strategy and its validation by main stakeholders. The Secretariat will support the logistics of holding the workshop for validating the ESD Regional Strategy (20 fee days).</b></p> <p>5. <b>Part 5 Submission of final Report and the updated ESD Regional Strategy with the list of all the stakeholders including their contact details (5 fee days).</b></p>
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### 3. Resources allocated

#### 3.1 Resources from the Technical Assistance contract:

	Part 1	Part 2	Part 3	Part 4	Part 5
Up to 80 STE days	10	30	15	20	5
Up to per diem days (approximate)	0	6	0	3	0
Mobilisation travel	0	0	0	0	0
Regional travel	None	2	None	1	0
The STE will be facilitated to engage with stakeholders virtually.					



	The STE is expected to arrange transport at his/her own cost in the locations of the Assignment.
<b>3.2 Other related resources allocated from the SIBE budget</b>	
Translation of documents	Where necessary 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 SADC Secretariat separately.
	The STE is expected to utilise their own laptop computers, cellular telephones and internet services.
<b>3.3. Expert profile</b>	
Qualifications and skills	<ul style="list-style-type: none"> <li>• At least a Master's Degree in Investment Law, Economics, Business Administration, Development Studies, Banking, or Development Finance or any other related area from a recognised institution. A first-level university degree together with at least 10 years qualifying experience may be accepted in lieu of the advanced university degree.</li> <li>• Fluency in English;</li> <li>• Excellent computer skills including knowledge of Microsoft Office packages such as Power Point and Microsoft Word.</li> </ul>
General professional experience	<ul style="list-style-type: none"> <li>• Minimum of 7 years of general professional experience in investment area or private sector development;</li> <li>• At least 5 years of experience within a public or private sector, regional or international organization.</li> </ul>
Specific professional experience	<ul style="list-style-type: none"> <li>• At least 5 years of experience in at least one of the following: economic policy development, Business/investment facilitation and promotion, investment law, private sector development;</li> <li>• At least 3 years of practical experience in economic, business, investment, or legal related field where economic research and analysis are a main feature of the work required;</li> <li>• Knowledge of the issues and processes involved in regional economic integration, preferably in SADC region;</li> <li>• Ability to facilitate the implementation of capacity building and training programmes to enhance capacity in investment promotion or private sector development in the</li> </ul>

	SADC region.
<b>4. Location duration and planning</b>	
4.1 Location of work	The Assignment will be carried out from the STE's home base.
4.2 Duration	The indicative expected start date is <b>7 April 2023</b> The indicative expected end date is <b>8 September 2023</b>
4.3 Working week	The working week is from Monday to Friday, except in the case of official holidays or SADC closure days as presented in Annex 1.  Weekends are not normally considered as working days unless specifically requested and confirmed in advance in writing by the SADC Secretariat.  However, due to the timing of the validation workshop some weekend dates may be utilised in Part 4.
<b>5. Reporting</b>	
5.1 Language and formatting	The Assignment language is English, and all reporting shall be in English.  The STE is responsible for correct use of provided templates, good formatting and spelling check of all the reports.
5.2 Progress reporting	<b>Submission and approval procedure for inception and progress reports</b>  All written deliverables shall be submitted in soft copy by email, with Arial font size 12, in a format provided by the Consortium to the STE.  The soft copy must not be in PDF format preventing formatting.  All reports will be submitted to the Consortium through the SIBE Programme Coordinator for quality control; after his review for preliminary endorsement, the SIBE Programme Coordinator will then submit them to the RA Manager and 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.  <b>Part 1: Inception report (numbered/STE/IR) and presentation</b>  The STE will complete a report and submit it by the end of Part 1. The Report will include a methodology and workplan for the Assignment.  At the end of Part 1 the STE will make a brief PowerPoint presentation of the report to the Secretariat.  <b>Note:</b> this presentation is a deliverable and should be annexed

	<p>to the report. The inception report will be submitted by the STE to the Consortium, copied to the Secretariat. FinMark Trust will formally submit it to the SADC Secretariat (Task Manager) 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, 3 and 4 – Progress report</b> (numbered/STE/PR)</p> <p>At the End of Parts 2 and 3, the STE will submit progress reports within 2 working days at the end of each Part, and the draft NAPI for Namibia before the validation workshop.</p> <p>The STE is expected to submit not only the monthly progress report but also to attend the monthly progress review meetings.</p>
<p>5.3 End of Assignment Reporting</p>	<p><b>Part 5 - End of Assignment Report (EoAR) and presentation</b></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> <li>• In addition to the report at the end of Part 4, 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.</li> </ul> <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 SIBE Programme Coordinator/Investment Expert for quality control; then, it will be submitted to the RA Manager for technical comment for the STE. Technical comments will be provided 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 received from SADC within one month since submission, the EOAR will be deemed</li> </ul>

	<p>satisfactory</p> <ul style="list-style-type: none"> <li>▪ 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;</li> <li>▪ The Assignment will not be considered to be complete until the approval by the SIBE Task Manager of 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>
5.4 Report quality, structure, formatting and editing	<p>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>
<b>6. Administrative Information</b>	
Timesheets	<p>The STE will complete a monthly Timesheet according to the template provided, recording days worked and outputs.</p> <p>Fees will be due only for working days recorded in the Timesheets that are countersigned by:</p> <ul style="list-style-type: none"> <li>- SIBE Programme Co-ordinator and Team Leader;</li> <li>- SIBE RA Manager (Programme Officer Investment); and</li> <li>- The SIBE Task 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.</p> <p><b>Note:</b> Travel days (if any) 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>If regional travel is required, the STE will complete a SIBE travel approval form which will be handed to the SIBE Task Manager for processing.</p>
Travel support documents	<p>Boarding passes of regional and mobilisation trips, copies of hotel invoices and other support documents will be handed over</p>

to FinMark Trust through the Programme Coordinator.

**7. Endorsement**

SIBE Programme Coordinator	RA Manager per interim	Task Manager	Director-Finance, Investment and Customs
Mike Nyamazana	Hamilton Thomas	Mário Lironel	S.L. Mtonakutha
Signature:	Signature:	Signature:	Signature:
Date:	Date:	Date:	Date:

## **ANNEXES TO TORs**

ANNEX 1: Experts scoring grid

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

ANNEX 3: Gantt chart

ANNEX 4: Estimated budget

**ANNEX 1**  
**Experts scoring grid**

<b>Qualifications and Experience STE1</b>	<b>Points*</b>
<b>Qualifications and skills</b>	<b>20</b>
At least a Master's Degree in Investment Law, Economics, Business Administration, Development Studies, Banking, or Development Finance or any other related area from a recognised institution. A first-level university degree together with at least 10 years qualifying experience may be accepted in lieu of the advanced university degree	10
Fluency 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>	<b>30</b>
Minimum of 7 years of general professional experience in investment area or private sector development	15
At least 5 years of experience within a public or private sector, regional or international organization.	15
<b>Specific professional experience:</b>	<b>50</b>
At least 5 years of experience in at least one of the following: economic policy development, Business/investment facilitation and promotion, investment law, private sector development	20
At least 3 years of practical experience in economic, investment, or legal related field where economic research and analysis are a main feature of the work required	15
Knowledge of the issues and processes involved in regional economic integration, preferably in SADC region	10
Ability to facilitate the implementation of capacity building and training programmes to enhance capacity in investment promotion or private sector development in the SADC region.	5
<b>Score</b>	<b>100</b>

**ANNEX 2: Botswana official holidays 2023-2024<sup>1</sup>**

<b>Day</b>	<b>Date</b>	<b>Occasion</b>
Sunday	1 January 2023	New Year's Day
Monday	2 January 2023	Public Holiday
Friday	7 April 2023	Good Friday
Saturday	8 April 2023	Holy Saturday
Sunday	9 April 2023	Easter Sunday
Monday	10 April 2023	Easter Monday
Monday	1 May 2023	Labour Day
Tuesday	2 May 2023	Labour Day
Thursday	18 May 2023	Ascension Day
Saturday	1 July 2023	Sir Seretse Khama Day
Sunday	2 July 2023	Public Holiday
Monday	17 July 2023	President's Day
Tuesday	18 July 2023	Public Holiday
Saturday	30 September 2023	Botswana Day
Sunday	1 October 2023	Public Holiday
Monday	2 October 2023	Public Holiday
Monday	25 December 2023	Christmas Day
Tuesday	26 December 2023	Boxing Day
Monday	1 January 2024	New Year's Day
Tuesday	2 January 2024	Public Holiday

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



### ANNEX 3: Gantt Chart

Task ID	Task Description	Duration (days)	Start Date	End Date	APRIL 23	MAY 23	JUNE 23	JULY 23	AUG 23	SEPT 23
1	Inception period	10	7 April 23	23 April 23	X					
2	Data collection and consultations	30	25 April 23	9 June 23	X	X	X			
3	Data analysis and submission of Report	15	12 June 23	26 June 23			X			
4	Development of a structured draft of the ESD Regional Strategy document	15	27 June 23	20 July 23			X	X		
5	Translation of documents	5 weeks								
6	Validation of NAPI document by main stakeholders	5	28 Aug 23	1 Sept 23					X	X
7	Submission of the revised and final report	5	8 Sept	8 Sept 23						X