

**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: On request



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

**Terms of Reference (ToR) for Recruitment of Short-Term Expert (STE)**

Title of Assignment:	Technical assistance to review and upgrade the Guideline on Mobile Banking and Mobile Payment Systems for Mauritius as a means of domesticating the SADC Mobile Money Guidelines and in order to advance the aspirations of the SADC Financial Inclusion agenda.
Reference no.:	ToR 0292/RA 3.2
Activity Code:	IN. 0292.3.2.4 “STE inputs”
Responsible SADC SPO:	Mr. Mário Lironel, Senior Programme Officer – Finance and Investment (Task Manager)
Date of issue:	2 May, 2022
<b>1. Background</b>	
1.1 Background SADC	<p>The Southern African Development Community (SADC or the Community) 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, Botswana, 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, all 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 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</p>

	<p>on Trade (1996); the Protocol on Mining (1997); the Protocol on Trade in Services (2012); and the Protocol on Industry (2019).</p> <p>Through these protocols, SADC envisages 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.</p> <p>In particular, the Finance and Investment Protocol (FIP) 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 FIP 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.</p> <p>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.</p> <p>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.</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 the 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 11<sup>th</sup> European Development Fund (EDF). The</p>

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.

**The overall objective** of the Programme is to achieve sustainable and inclusive growth and support job creation in the SADC region.

**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 the SADC Real Time Gross Settlement System (SADC-RTGS), the Committee of Insurance, the Securities and Non-Banking Authorities (CISNA), the 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 National Financial Inclusion Strategies;

	<ul style="list-style-type: none"> <li>ii. Identify key financial inclusion regulatory areas for harmonisation and capacity building; and</li> <li>iii. Monitor Status of and Progress on Financial Inclusion in the Region.</li> </ul> <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 (the Consortium), under a Service Contract for a Technical Assistance including the provision of one Long-Term Expert to coordinate and manage the implementation of activities across the 3 result areas, and a pool of Long- and Short-Term Experts.</p> <p>These Terms of Reference (ToRs) are a request for the provision of consultancy services to the SIBE Programme to carry out an assignment to: <b>“Support the development and or review of Mobile Money Guidelines for SADC Member States in order to advance the aspirations of the SADC Financial Inclusion agenda”</b>.</p>
<p>1.3 Background to this Assignment</p>	<p>This Assignment is being commissioned under <b>SIBE RA 3 “Enhanced financial inclusion is supported”</b>, Activity 3.2 <b>“Identification of key financial inclusion regulatory areas for harmonisation and capacity building”</b>.</p> <p>The SADC Council of Ministers in September 2016 approved the SADC Strategy on Financial Inclusion and SME Access to Finance as a means to accelerate financial inclusion programmes in all SADC Member States. The Implementation Plan was approved by Ministers in July 2018 to guide the implementation of the Financial Inclusion Strategy and also assist Member States to develop their own Strategies and programmes aimed at empowering the SMEs, youth and women to participate and contribute to economic activity.</p> <p>The primary orientation of the SADC Strategy on Financial Inclusion and SMEs Access to Finance (2016-2021) is to support SADC Member States in the development and implementation of their own National Financial Inclusion Strategies. The SADC Strategy is regional in nature and aligns with the aspirations of the Regional Indicative Strategic Development Plan (RISDP) and the SADC Industrialisation Strategy and Roadmap. It also draws from the SADC Regional Agricultural Policy (RAP), in recognition of the large number of small-scale farmers and SMEs that draw from the RAP. The target audience for this Strategy is primarily national and regional stakeholders working to address regulatory and supply-side constraints to financial inclusion.</p> <p>The SADC Strategy for Financial Inclusion and SMEs Access to Finance (2016-2021) emphasises two pillars: (i) Digitisation based on strong payment systems and (ii) building credit markets. The main objective is to improve access, uptake and utilization of quality financial services and</p>

products for consumers and small and medium businesses (SMEs) in the SADC region for effective participation in the SADC Industrialisation Strategy and Roadmap.

To advance the aspiration of Pillar (i) Digitization based on strong payments systems and also the fundamental objective of financial inclusion, the SADC Committee of Central Bank Governors (CCBG), in 2016, has developed Mobile Money Guidelines which have been successfully piloted in Lesotho, Eswatini, Malawi and South Africa, with the expectation to role this out to other Member States.

In line with this, Ministers of Finance and Investment at their meeting held in Windhoek, Namibia, July 2019 urged Member States who are willing and require support to implement the Mobile Money Guidelines already developed to communicate their interest to the SADC Secretariat. The motivation for the development or review of mobile money guidelines for SADC Member States is to advance the aspirations of the SADC Financial Inclusion Strategy, whose main thrust is to ensure that financial services are extended to the unbanked population. They are intended to assist Member States with principles for the harmonisation of their legal and regulatory frameworks for Mobile Money, in support of financial Inclusion and market development in the SADC region.

According to the Study commissioned to interrogate the Concept of Mobile Money in SADC - the main objective of Mobile Money Guidelines is to deepen financial inclusion and facilitate the implementation of the SADC Strategy on Financial Inclusion and SME's Access to Finance.

The Mobile Money Guidelines' objectives are defined as:

- (i) "To provide guidance on regulatory approaches required to create an enabling environment for Mobile Money to reach full market potential;
- (ii) Provide clarity on the ecosystem of Mobile Money and the role players therein so as to support the development of the regulations and frameworks;
- (iii) Provide clarity on the most contentious issues within the ecosystem and current solutions;
- (iv) The setting out of common technical and operational standards for adoption and possible implementation by central banks, telecommunications regulators and Mobile Money stakeholders across the Mobile Money value chain in the respective Member States;
- (v) To provide a mechanism that will afford an opportunity for collaboration between the various stakeholders within the Mobile Money value chain for Mobile Money participation across the SADC region; and

	<p>(vi) To provide a mechanism for domestic and regional interoperability via regulation harmonised on similar principles”.</p> <p>In pursuance of the above, in 2020, the Bank of Mauritius expressed their interest to receive technical assistance for reviewing and upgrading its Guideline on Mobile Banking and Mobile Payment Systems, which was developed in February 2013 and revised in May 2015.</p>
<p><b>2. Description of the Assignment</b></p>	
<p>2.1 Global objective</p>	<p><b>The global objective</b> of the Assignment is to contribute to achieve sustainable and inclusive economic growth in the SADC region and to support job creation through inclusion of all players in the economy, particularly the previously excluded such as women, youth and SMEs. This is also in support of the industrialisation agenda in the SADC region, which foresees the enhancement of financial inclusion and SMEs access to finance at regional and national level.</p> <p>Financial Inclusion is an essential instrument for increasing production for small enterprises and eventually increasing household income. This is also essential to governments in meeting their developmental goals as well as expanding and improving the quality of financial inclusion, which is also one of the 2030 Sustainable Development Goals (SDGs).</p> <p>Individual Member States Strategies are designed to facilitate the growth of financial inclusion and are developed to:</p> <ul style="list-style-type: none"> <li>• establish a shared vision for the financial sector;</li> <li>• define guiding principles for the development of inclusive finance in each specific Member State;</li> <li>• stipulate the core elements needed to promote financial inclusion;</li> <li>• define the role of stakeholders in implementing the individual Member State strategies;</li> <li>• define strategic interventions and action plans; and</li> </ul> <p>coordinate the activities of sectors during implementation.</p>
<p>2.2 Specific objectives</p>	<p><b>The specific objective</b> of the Assignment is to review and upgrade the Guideline on Mobile Banking and Mobile Payment Systems for Mauritius as a means of domesticating the SADC Mobile Money Guidelines and to also advance the aspirations of the SADC Financial Inclusion agenda, whose main thrust is to ensure that financial services are extended to the unbanked SADC population. The Mobile Money Guidelines are intended to assist Member States with principles for the harmonisation of their legal and regulatory frameworks for Mobile Money in support of financial inclusion and market development in the SADC region.</p>
<p>2.3 Requested services</p>	<p>In collaboration with the relevant structures in Mauritius, in particular the Bank of Mauritius, the STE is expected to review the existing Guidelines</p>

on Mobile Banking and Mobile Payment Systems in Mauritius also ensure that activities specifically include, but will not be limited to the following:

- i. Undertake an evaluation of the existing Guidelines to assess status, relevance and fitness for purpose; in particular as it relates to “Requirements for Licensing a Mobile Money Service Provider”; “Protection of Customer Funds” and “The Roles of the Stakeholders” respectively, in relation to measures for monitoring of trust accounts; “Financial integrity”, including KYC (full/simplified), AML/CFT provisions and transaction limits; “Technical Requirements”, in relation to applicable international standards, and, risk and security issues associated with technology-based products (including IT/cybersecurity risk mitigation measures); “Operational Requirements” in relation to monthly reports; and E-KYC and digital onboarding;
- ii. Assess the state of regulation as it relates to Mobile Money, in particular in light of the implementation of the Central KYC Registry in Mauritius, recent FinTech developments and the Covid-19 pandemic;
- iii. Assess relevance in terms of supervision model, rules based or risk based;
- iv. Undertake consultations with key financial inclusion stakeholders including regulators in Mauritius to understand financial inclusion landscape and scope for Mobile Money (categories of individuals using mobile money and main purpose);
- v. Undertake an assessment of the current state of Mobile Money usage including credit;
- vi. Assess the savings agenda of mobile money as a means of financial inclusion;
- vii. Assess how (existence or non-existence) data privacy law limit/enhance data sharing which is required to develop products or policy
- viii. Develop an institutional and implementation framework for mobile money wallets and payment of interest;
- ix. Pay particular attention to the data gaps with respect to mobile money usage, especially for SMEs, and propose ways of using existing data sources or developing new data sources to facilitate the monitoring of mobile money usage and impact;
- x. Identify key digital financial services and instruments that promote mobile money usage for the SMEs and the previously excluded sectors of the economy;
- xi. Identify ways in digital products and processes that can accelerate advance the usage of Mobile Money to reach currently underserved and excluded sectors of the population;

	<p>xii. Facilitate a validation workshop with relevant stakeholders in order to validate the updated guideline.</p> <p>xiii. Based on the comments from the validation workshop, finalise the updated guideline.</p> <p>The services will be delivered in five separate but interrelated Parts. It should be noted that the timings and locations below are indicative and may be subject to change.</p> <p><b>PART 1 –</b> Inception and planning – for a total of <b>10 working days</b> in the Member State; or remotely in the Consultant’s home country.</p> <p><b>PART 2 –</b> Official launch, data collection and field visit – for a total of <b>30 working days</b> remotely by agreement, unless the Covid-19 situation in the region, in particular in the Member State allows, for a face-to-face arrangement during the engagement with key national stakeholders.</p> <p>The convening of the launch should be facilitated by the relevant structure in Member States. <b>The costs related to this launch event shall be the responsibility of Mauritius.</b></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 <b>30 working days</b> remotely by agreement.</p> <p><b>Part 4 –</b> Facilitation of one validation workshop of 2 days in the Member State likely to be virtual or hybrid depending on the evolution of the Covid-19 pandemic in the region – estimated at <b>10 working days</b>, including four (4) days planning and (4) days for reporting on the validation workshop.</p> <p><b>Part 5 –</b> Finalisation of the Draft Report to incorporate issues raised during the workshop and brief final assignment report – estimated at <b>10 working days</b> remotely by agreement.</p> <p><b>Notes:</b> As all the parts of this 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 may need to be adjusted in line with experience during the Assignment and in consultation with the Task Manager and SIBE Programme Coordinator, i.e. between the various parts. <b>However, the total maximum days of 90 will not be changed.</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 workplan, timeframe and approach to undertake the assignment.</li> <li>• <b>Data Collection Report;</b> detailing the process and findings from the data collection;</li> <li>• <b>Draft updated</b> Guideline on Mobile Banking and Mobile Payment Systems for Mauritius, with Annexes reflecting the analysis of the data and information collected during desk review and detailing the result of the assignment;</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Validation Workshop Report</b> where the findings from the data collection and data analysis are presented to the relevant structures and any other relevant stakeholders identified by Mauritius.</li> <li>• <b>Final report:</b> final version of the <b>updated</b> Guideline on Mobile Banking and Mobile Payment Systems covering, among others, issues raised during the workshop and comments from the SIBE Task Manager. The Final report should cover at least 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 and the Government of Mauritius.</p>
2.5 Management	<p>The STE will collaborate closely with the relevant structures in Member States, including Central banks that will be duly constituted for the purpose). S/he will report to and will be under the day-to-day supervision, the Task Manager/SADC SPO Finance and Investment and SIBE Programme Coordinator.</p>
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 virtual kick-off 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 development policies and strategies at global, regional and national level, including among others, The SADC Mobile Money Guideline, 2016, relevant national documents, the SADC Vision 2050 and RISDP 2020-2030; the SADC Industrialisation Strategy and Roadmap (2015-2063) and its Action Plan; the SADC Strategy for Financial Inclusion and SMEs Access to Finance and its Action Plan; the outcome of the review of the SADC Strategy for Financial Inclusion and SMEs Access to Finance and its Action Plan (2016-2021); the Strategic Focus Areas of Committee of Central Bank Governors (CCBG) pertaining to Financial Inclusion.</p> <p>The STE will complete a brief Inception Report including the methodology and work plan for the assignment and, with the aid of a PowerPoint presentation, present the report to the Secretariat.</p> <p><b>PART 2: DATA COLLECTION – 30 FEE Days</b></p> <p>This part will be focussed on data collection at regional level and, most importantly, in the SADC Member State where the assignment is being undertaken.</p>

	<p><b>PART 3: DRAFT REPORT OF THE ASSIGNMENT - 30 FEE DAYS</b></p> <p>During this Part the STE will proceed with the analysis of the data and information collected during the previous phases.</p> <p>The STE should produce a detailed and comprehensive Draft Report of the assignment (Updated Guideline). The detailed Draft Report should be consistent and aligned with the objectives and the requested services of the assignment.</p> <p><b>PART 4 – VALIDATION WORKSHOPS – 10 FEE Days</b></p> <p>During this Part the STE will facilitate a virtual or hybrid validation workshop in the Member State where assignment is being undertaken, which will be attended by all relevant stakeholders. The cost related to the convening of the workshop (only conference package) will be the responsibility of the SADC Secretariat.</p> <p><b>PART 5 – FINAL REPORT – 10 FEE DAYS</b></p> <p>The STE will improve the Report by incorporating comments from the validation workshop and comments from the Member State, the SIBE Task Manager and SIBE Programme Coordinator.</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 90 STE days	10	30	30	10	10

It is expected that the assignment will be executed by remote/virtual means. If it becomes necessary, the STE is expected to arrange his/her own transport in the locations of the Assignment.

The STE is expected to utilise his/her own laptop computer, internet, email and cellular telephone for communication while executing the assignment.

3.2 Other related resources allocated from the SADC-SIBE budget

Workshop budget	The workshop will be held as part of work under <b>RA 3.2</b> funding.
Translation of documents	Any necessary translation of documents will be arranged by SADC secretariat separately.
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>• An advanced Degree (Masters or equivalent) in a field related to the assignment such as Economics, Finance, Banking, Law or related area. A first-level university degree in combination with at least 10 years of qualifying experience may be accepted in lieu of the advanced university degree.</li> <li>• Excellent drafting, communication and reporting skills 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 10 years of professional experience in Financial Sector Development, Policy and Strategy in developing countries and/or emerging markets.</li> <li>• Experience in conducting evaluations and reviews of policy and strategic document, preferably in the area of financial inclusion.</li> </ul>
Specific professional experience	<ul style="list-style-type: none"> <li>• Minimum 8 years' experience in the area of digital and fintech and financial sector development.</li> <li>• Experience in developing legal and regulatory frameworks for financial sector development.</li> <li>• Experience of working in a developing economy environment and particularly in the SADC region will be considered as an asset.</li> <li>• Knowledge of the issues and challenges of relevant Member State and the SADC regional financial inclusion space will be considered as an asset.</li> </ul>
<b>4. Location duration and planning</b>	
4.1 Location of work	The Assignment will be carried out remotely by agreement.
4.2 Duration	<p>The indicative expected start date is <b>2 May 2022</b>.</p> <p>The indicative expected end date is <b>September 2022</b>.</p>
4.3 Working week	<p>The working week is from Monday to Friday, except in case of official holidays or SADC closure days as recorded in Annex 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 validation events some weekend dates may, with prior SADC Secretariat authority, be 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, with Arial font size 12, in a format provided by the Consortium to the STE and shall include deliverables as Annexes.</p> <p>The soft copy <b>must not</b> be in PDF format preventing formatting.</p> <p>All reports will first be submitted to the Programme Coordinator and Task Manager for initial review and onward submission to the designated senior official from the Member State for review and clearance. The reports will then be submitted to the Consortium for quality control through the Programme Coordinator; 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><b>Part 1 - Inception Report 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 PowerPoint presentation to the Member State and 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 STE will submit the Inception Report to the Programme Coordinator for initial review before submission to the Member State. Thereafter, the Coordinator will submit the Inception Report to the Consortium for quality assurance. 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></p> <p>At the End of Parts 2 &amp; 3 &amp; 4, the STE will submit progress reports within 2 working days at the end of each Part.</p>
5.3 End of Assignment Reporting	<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>• Any recommendations for further support to the beneficiary.</li> <li>• As Annexes, all deliverables produced.</li> <li>• In addition to the report at the end of Part 5 the STE will make a PowerPoint presentation to the Secretariat of the EoAR on the last day of the assignment. The presentation is a deliverable and should be annexed to the EoAR.</li> </ul> <p><b>EoAR Submission and approval procedure:</b></p> <ul style="list-style-type: none"> <li>▪ After end of assignment, the EoAR will be submitted by email to the Consortium for quality control through the SIBE Programme Coordinator; then, it will be submitted to the 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.</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 <b>must not</b> be in pdf format preventing formatting.</li> </ul>
5.4 Report quality, structure, formatting and editing	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<b>6. Administrative Information</b>	

Timesheets	<p>The STE will complete a monthly timesheet according to the template provided, recording days worked.</p> <p>Fees will be due only for working days recorded in timesheets that are countersigned by:</p> <ul style="list-style-type: none"> <li>- RA Manager</li> <li>- SIBE Programme Coordinator</li> <li>- SIBE Task Manager</li> </ul> <p>Timesheets should be signed and handed to the SIBE Programme Coordinator.</p>
Travel approval forms	Not applicable as no travel is envisaged or provided for.
Travel support documents	Not applicable as no travel is envisaged or provided for.

**7. Endorsement**

<b>SIBE Programme Coordinator</b>	<b>RA Manager</b>	<b>Task Manager</b>	<b>Director-Finance, Investment and Customs</b>
Mike Nyamazana	Rado H. Razafindrakoto	Mario Lironel	S.L. Mtonakutha
Signature: .....	Signature: .....	Signature: .....	Signature: .....
Date: .....	Date: .....	Date: .....	Date: .....

**ANNEXES TO ToR 0292/RA 3.1**

ANNEX 1: Experts scoring grid

ANNEX 2: Botswana official holiday 2022-2023 (non-working/fee days)

ANNEX 3: Gantt chart

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

Qualifications and Experience STE	Points
Qualifications and skills:	20
An advanced Degree (Masters or equivalent) in a field related to the assignment such as Economics, Finance, Banking, Law or related area. A first-level university degree in combination with at least 10 years qualifying experience may be accepted in lieu of the advanced university degree.	10
Excellent drafting, communication and reporting 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 10 years of professional experience in Financial Sector Development, Policy and Strategy in developing countries and/or emerging markets.	15
Experience in conducting evaluations and reviews of policy and strategic document, preferably in the area of financial inclusion.	15
Specific professional experience:	50
Minimum 8 years' experience in the area of digital and fintech and financial sector development.	20
Experience in developing legal and regulatory frameworks for financial sector development.	15
Experience working in a developing economy environment and particularly in the SADC region will be considered an asset.	05
Knowledge of the issues and challenges of the Member State and the SADC regional financial inclusion agenda will be considered as an asset.	10
<b>Score</b>	<b>100</b>

ANNEX 2: Botswana official holidays 2022-2023<sup>1</sup>

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

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

**ANNEX 3: Indicative Gantt Chart**

	<b>Task Description</b>	<b>Duration (days)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Week 1</b>	<b>Week 2</b>	<b>Week 3</b>	<b>Week 4</b>	<b>Week 5</b>	<b>Week 6</b>	<b>Week 7</b>	<b>Week 8</b>	<b>Week 9</b>	<b>Week 10</b>	<b>Week 11</b>	<b>Week 12</b>	<b>Week 13</b>	<b>Week 14</b>	<b>Week 15</b>	<b>Week 16</b>	<b>Week 17</b>	<b>Week 18</b>
1	Inception period	10	2 May	13 May																		
2	Data collection	30	16 May	24 June																		
3	Data analysis and submission of Report	30	27 June	5 Aug																		
4	Validation Workshop	10	8 Aug	19 Aug																		
5	Submission of the final report	10	22 Aug	2 Sep																		