



SUPPORT TO IMPROVING BUSINESS AND INVESTMENT ENVIRONMENT (SIBE)

| Terms of Reference (ToR) for Recruitment of Short-Term Expert (STE) | |
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| Title of Assignment: | Develop National Action Programme on Investment (NAPI) to domesticate the SADC Investment Policy Framework (IPF) for Mozambique |
| Reference no.: | TOR |
| Activity Code: | NI |
| Responsible SADC SPO: | Mario Lironel, SPO Finance and Investment, SIBE Task Manager, Directorate Finance, Investment and Customs |
| Date of issue: | 21 April 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, Mozambique, the SADCC was transformed into SADC with the signing of the SADC Declaration and Treaty. SADC currently has 16 Member States: Mozambique, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Mozambique, 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>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 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); the Protocol on</p> |

Trade (1996); the Protocol on Mining (1997); the Protocol on Trade in Services (2012); and the Protocol on Industry (2019).

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.

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

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| <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>The overall objective of the Programme is to achieve sustainable and inclusive growth and support job creation through the transformation of the region into a SADC investment zone and promoting intra-regional investment and Foreign Direct Investment (FDI) in the SADC region, in particular for Small and Medium Enterprises (SMEs).</p> <p>The specific objective of the SIBE Programme is to develop the region into a SADC investment zone, promoting intra-regional investment and FDI in the SADC region, in particular for SMEs.</p> <p>The Programme focuses its support on the following Results Areas (RAs):</p> <p>RA1 - An enabling investment policy framework across SADC Member States is supported</p> <p>This result area covers the following main activities:</p> <ul style="list-style-type: none"> i. Set-up a dialogue at regional level on improving investment and business environment in SADC; ii. Provide ad-hoc support to Member States in developing structured public-private dialogue mechanisms for improving investment and business environment in SADC; iii. Harmonise SADC Member States' investment and business environment related laws and regulations; and iv. Enhance the SADC Tax regime in support of a conducive investment and business environment. <p>RA2 - Enhanced integration of financial markets in the 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- |
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| | <p>Banking Authorities (CISNA), Committee of SADC Stock Exchanges (CoSSE), the SADC Committee of Central Bank Governors (CCBG) and the SADC Banking Association (SADC BA).</p> <p>RA3 - Enhanced financial inclusion is supported</p> <p>This Result Area focuses on developing proper and specific action plans aimed at reducing costs of remittances and developing financial products for SMEs. In particular, SIBE will support the following main activities:</p> <ul 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>The Terms of Reference (ToRs) are a request for the provision of consultancy services to the SIBE Programme to carry out assignments on: Develop a National Action Programme on Investment (NAPI) to domesticate the SADC Investment Policy Framework (IPF) for Mozambique.</p> |
| <p>1.3 Background - this Assignment</p> | <p>According to the World Investment Report 2019, in the last decade, total investment in the region has averaged between 20 % and 24 % of GDP. Few Member States (Lesotho, Mozambique, Seychelles and Mozambique) have managed to record high total investments averaging 30 % of GDP.</p> <p>During the same period, the stock of inward Foreign Direct Investment (FDI) in the region has increased steadily at an annual rate of 14%, making it one of the fastest growing regions in the world. However, the spread of FDI inflow in the region is skewed with a few Member States accounting for a large component of the FDI.</p> <p>In addition, the increase in FDI has not led to significant advances in</p> |

poverty reduction and job creation. Large projects in particular had little impact in local entrepreneurship and empowering women. Indeed, few countries have succeeded in attracting significant amounts of investments beyond the extractive sectors, which are generally capital intensive with low impact on employment and poverty reduction and result in undiversified economies highly dependent on commodity prices which are generally volatile.

This highlights the need for a more inclusive growth path, with private investment playing a potentially more important role in creating jobs, promoting economic diversification and environmental sustainability as well as infrastructure development and broad-based entrepreneurship, including for Micro, Small and Medium Enterprises (SMMEs), women entrepreneurs and firms in rural areas.

The difficulty to diversify investment in the SADC region to non-extractive sectors with high impact on employment reveals itself in the World Bank Ease of Doing Business Index of 2019 where, with the exception of Mauritius, Botswana and South Africa, most Member States are performing poorly, and this has limited the amount of intra-SADC investment and FDI. In a region such as SADC, with several landlocked countries with small populations, advancing in deeper economic integration that would allow investors to consider the SADC region as a larger market, is key. Insufficient dialogue and cooperation among SADC Member States means that there is a tendency among the SADC Member States to treat each-other as “competitors” when developing their investment policies.

Establishing a conducive environment for domestic and foreign investment is recognised as a major tool for sustainable growth, development and poverty reduction in the region. The SADC Protocol on Finance and Investment (FIP) specifically calls for an investment policy strategy to accompany the regional integration objectives of SADC. It requires Member States to co-ordinate their investment regimes and co-operate to create a favourable investment climate within the region. Annex I of the Protocol, on Co-operation on Investment, further refers to the need for harmonisation of investment regimes with the objective of developing the region into an investment zone.

In February 2011, the SADC Committee of Ministers for Finance and Investment called for action: “to define a SADC Regional Action Programme on Investment (RAPI)”. One of the tasks identified under the RAPI is to develop regional guidance, based on country experiences and international good practices, with the overarching goal of facilitating co-ordinated improvement of investment policy frameworks across Member States in support of the integration agenda. The Committee also called for the development of a regional investment policy framework to “create a favourable investment climate within SADC with the aim of addressing barriers to investment

and making it easier to do business in the region”.

Responding to that call, the SADC Secretariat has developed a SADC Investment Policy Framework (IPF), which offers Member States a framework for the formulation and operationalisation of sound investment policies that can promote broad-based economic growth. Driven by Member States, it has been designed as an action-oriented programme that provides a policy roadmap for reforms in a non-prescriptive manner, promoting peer learning and sharing of good practices.

The aim of the SADC IPF is to leverage a collective effort among Member States to advance reforms that can be conducive to attracting higher and better levels of investments to support the industrialisation and development process of the region.

The IPF involves three phases:

1. **Phase One:** Analysis of the investment climate in the SADC region using the OECD Policy Framework for Investment (PFI). This phase was completed in 2014.
2. **Phase Two:** Elaboration of action-oriented regional guidance for investment policy reform based on the results of phase one. This phase was completed in 2015.
3. **Phase Three:** Activities and tools to facilitate implementation of the action-oriented guidance developed in phase two. This phase has been started and will need to be sustained for several years.

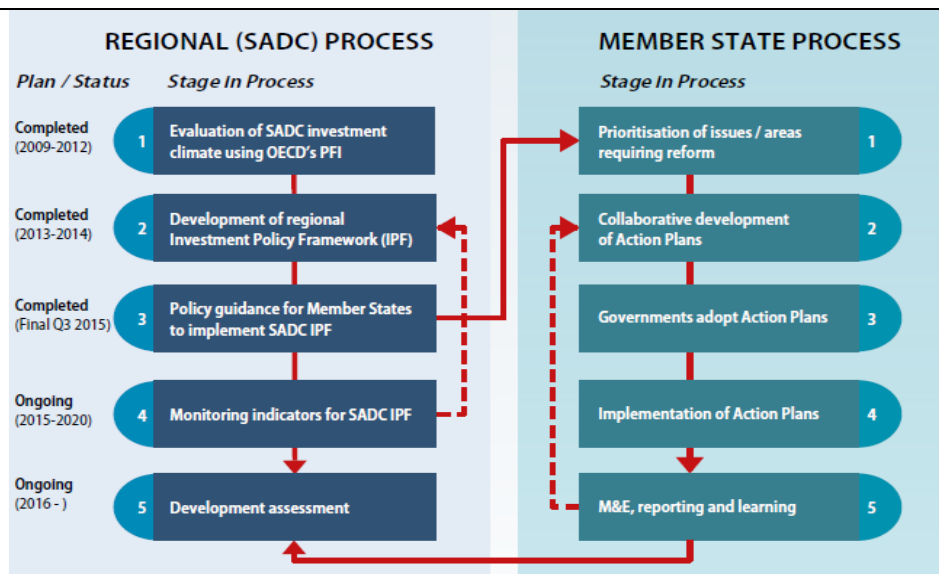
The IPF identified five action areas as key:

1. Action area 1: Promoting a Coherent and Transparent Investment Environment
2. Action area 2: Ensuring Market Access and Competition
3. Action area 3: Providing Security and Protection of Investors' Rights
4. Action area 4: Ensuring Responsible and Inclusive Investment for Development
5. Action area 5: Promoting Regional and International Cooperation

Although it is a regional programme, the implementation of the IPF needs to be done at national level to facilitate a transition of activity from Regional-level to the Member State-level.

Based on the regional process for the IPF, the USAID Trade Hub for Southern Africa supported the SADC Secretariat in the implementation of the IPF at the national level, specifically to develop “Investor Road Maps” for ten Member States. A number of

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| | <p>Member States are being supported in the process of “domestication” of the IPF through the development of National Action Programmes for Investment (NAPI) based on the priorities of each country. The NAPI for Madagascar, Eswatini, Lesotho, Tanzania, Zambia and Zimbabwe have been developed; and NAPIs for Seychelles and Namibia are currently under development.</p> <p>Under the Support to Improving the Investment and Business Environment in the SADC Region (SIBE) Programme, the SADC Secretariat will assist Member States to develop their NAPIs in order to implement and domesticate the SADC IPF.</p> |
| <p>2. Description of the Assignment</p> | |
| <p>2.1 Global objective</p> | <p>The overall objective of this assignment is the implementation and domestication of SADC IPF in order to harmonise national laws, regulations and practices of the individual Member States within an economic community with a regional focus and consistency.</p> |
| <p>2.2 Specific objectives</p> | <p>The specific objectives of the assignment are as follows:</p> <ul style="list-style-type: none"> (i) Making Mozambique responsive to the new international business trends; (ii) Providing a legal and regulatory framework for investments within an economic community in order to access economies of scale; (iii) Creating SADC as a more attractive destination for investment from outside the region; (iv) Allowing for enhanced interconnectivity (information sharing, data exchange and regional investment opportunities); (v) Improving competitiveness of the regional economy; and (vi) Enabling competition at the multilateral level. |
| <p>2.3 Requested services</p> | <p>The regional and national level implementation of the SADC IPF in partnership with donors is depicted graphically below:</p> |



According to this process, the following tasks are envisaged in this assignment:

(i) **Prioritize the areas of focus for reforms:**

The action-oriented investment policy guidance that has been developed in the SADC IPF is articulated in the form of five (5) key action areas, twenty-five (25) items and seventy-three (73) suggested actions. The consultant is to assist the Republic of Mozambique to:

- a. establish priorities among these key action areas that will be pursued in a NAPI while considering the significant investment bottlenecks, both for domestic investment and FDI;
- b. set priorities for reform among the items and suggested actions.

(ii) **Develop implementation strategies:**

- a. Define short- and medium-term objectives;
- b. Develop an operational implementation plan;
- c. Define the approach, the institutional aspect, the mechanism of adoption and implementation considering the international best practices and the local context;
- d. Define a national-level monitoring of the reform's implementation and reform's impacts with indicators for each action, performance review and reporting.
- e. Based on the elements above, draft the NAPI Document for Mozambique.

2.4 Deliverables

The main expected **deliverables** of this assignment are:

- i. An **Inception Report** outlining the priorities for reforms among the key action areas, items and suggested actions;

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| | <ul style="list-style-type: none"> ii. A structured Draft of the NAPI document for validation by main stakeholders (officials of Ministries, private sector, civil society); iii. A Report of the Validation Workshop with senior officials of key Government Ministries, Export & Investment Promotion Agency of Mozambique, the private sector, Development Cooperating Partners, and civil society; iv. A final NAPI Document based on outcomes of the validation workshop; and v. An Executive Summary of the whole document, in PowerPoint format for presentation purposes. <p>Note: All deliverables will be the property of the SADC Secretariat.</p> |
| 2.5 Management | 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. |
| 2.6 Methodology | <p>The assignment will broadly entail:</p> <ol style="list-style-type: none"> 1. Part 1: Inception and planning (10 fee days); During this phase the STE is also expected to become conversant with: <ul style="list-style-type: none"> i. the SADC Vision 2050 and RISDP 2020-2030; ii. the SADC Protocol on Finance and Investment; iii. the SADC Industrialisation Strategy and Roadmap (2015-2063) and its Action Plan; iv. The SADC Investment Policy Framework 2. Part 2: Data collection (30 fee days), including the following tasks: <ul style="list-style-type: none"> i. undertaking desk review of key documentation related to the investment environment in the country, strategic documents, existing studies etc.; ii. undertaking consultations with relevant stakeholders including think-tanks, officials of Ministries, Private Sector 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; iii. participating in virtual SADC Investment Sub-Committee meetings to gather other eventual comments and recommendations on improvements to the NAPI document. |

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| | <p>3. Part 3: Data analysis and submission of the draft reports of the assignment in line with the requested services listed above (10 fee days).</p> <p>4. Part 4: Development of a structured draft of the NAPI document and its validation by main stakeholders. The Secretariat may support the logistics of holding the workshop for validating the NAPI document (20 fee days).</p> <p>5. Part 5 Submission of final Report and the National Action Programme on Investment (NAPI) for Mozambique with the list of all the stakeholders including their contact details (10 fee days).</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 | 10 | 20 | 10 |
| Up to 8 per diem days (approximate) | 0 | 5 | 0 | 3 | 0 |
| Mobilisation travel | 0 | 0 | 0 | 0 | 0 |
| Regional travel | None | 1 | None | 1 | None |
| | The STE will be facilitated to engage with stakeholders virtually if needed. The STE is expected to arrange transport at his/her own cost in the locations of the Assignment. However, if needed, the Secretariat may meet the cost of transport for STE. | | | | |

3.2 Other related resources allocated from the SIBE budget

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| 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. |

| 3.3. Expert profile | |
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| Qualifications and skills | <ul style="list-style-type: none"> • 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; • Fluency in English; knowledge of French and/or Portuguese will be an advantage; • Excellent computer skills including knowledge of Microsoft Office packages such as Power Point and Microsoft Word. |
| General professional experience | <ul style="list-style-type: none"> • Minimum of 7 years of general professional experience in investment area or private sector development; • At least 5 years of experience within a public or private sector, regional or international organization. |
| Specific professional experience | <ul style="list-style-type: none"> • 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 preferably in the country; • 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; • Knowledge of the issues and processes involved in regional economic integration, preferably in SADC region; • Ability to facilitate the implementation of capacity building and training programmes to enhance capacity in investment promotion or private sector development. |
| 4. Location duration and planning | |
| 4.1 Location of work | The Assignment will be carried out from the STE’s home base. |
| 4.2 Duration | <p>The indicative expected start date is 25 July 2023</p> <p>The indicative expected end date is 23 November 2023</p> |

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| 4.3 Working week | <p>The working week is from Monday to Friday, except in the case of official holidays or SADC closure days as presented 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.</p> <p>However, due to the timing of the validation workshop some weekend dates may be utilised in Part 4.</p> |
| 5. Reporting | |
| 5.1 Language and formatting | <p>The Assignment language is English, and all reporting shall be in English.</p> <p>The STE is responsible for correct use of provided templates, good formatting and spelling check of all the reports.</p> |
| 5.2 Progress reporting | <p>Submission and approval procedure for inception and progress reports</p> <p>All written deliverables shall be submitted in soft copy by email, with Arial font size 12, in a format provided by the Consortium to the STE.</p> <p>The soft copy must not be in PDF format preventing formatting.</p> <p>All reports will be submitted to the Consortium through the SIBE Programme Coordinator for quality control; 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.</p> <p>Part 1: Inception report (numbered/STE/IR) and presentation</p> <p>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.</p> <p>At the end of Part 1 the STE will make a brief PowerPoint presentation of the 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 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>Parts 2, 3 and 4 – Progress report (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 Mozambique 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> |
| 5.3 End of | Part 5 - End of Assignment Report (EoAR) and presentation |

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| <p>Assignment Reporting</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 validation workshop report • 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. <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 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. ▪ 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 satisfactory ▪ Upon acceptance (or if the one-month period has elapsed since submission without comments being received), the EoAR shall be submitted to the RA Manager and the SIBE Task Manager for administrative approval; ▪ The Assignment will not be considered to be complete until the approval by the SIBE Task Manager of 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>5.4 Report quality, structure, formatting and editing</p> | <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</p> |

of an editing expert at his/her own cost.

6. Administrative Information

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| 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"> - SIBE Programme Co-ordinator and Team Leader; - SIBE RA Manager (Programme Officer Investment); and - The SIBE Task Manager. <p>The monthly timesheet submission deadline is the 2nd day after the end of each calendar month. In case of no working days to claim, the STE must submit a nil timesheet or email indicating no claim in the month in-line with the mentioned deadline. The timesheets must be delivered to the SIBE Project Administrator and the Project Coordinator of the contracting SIBE Consortium partner.</p> <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>Note: 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 | 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. |
| Travel support documents | Boarding passes of regional and mobilisation trips, copies of hotel invoices and other support documents will be handed over to FinMark Trust through the Programme Coordinator. |

7. Endorsement

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| SIBE Programme Coordinator | RA Manager <i>a.i.</i> | 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

| Qualifications and Experience STE1 | Points * |
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| Qualifications and skills | 20 |
| 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; knowledge of French and/or Portuguese will be an advantage | 5 |
| Excellent computer skills including knowledge of Microsoft Office packages such as Power Point and Microsoft Word | 5 |
| General professional experience: | 30 |
| Minimum of 10 years of general professional experience in investment area or private sector development; | 15 |
| At least 7 years of experience within a public or private sector, regional or international organization. | 15 |
| Specific professional experience: | 50 |
| 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 preferably in the country | 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 SADC region | 10 |
| Ability to facilitate the implementation of capacity building and training programmes to enhance capacity in investment promotion or private sector development | 5 |
| Score | 100 |

ANNEX 2: Botswana official holidays 2023-2024¹

| Day | Date | Occasion |
|------------|-------------------|-----------------------|
| 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 |

¹ 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 | July 23 | Aug 23 | Set 23 | Oct 23 | Nov 23 | Dec 23 | |
|---------|--|-------------------------|------------|----------|---------|--------|--------|--------|--------|--------|--|
| 1 | Inception period | 10 | 25/07/23 | 08/08/23 | X | X | | | | | |
| 2 | Data collection and consultations | 30 | 09/08/23 | 20/09/23 | | X | X | | | | |
| 3 | Data analysis and submission of Report | 10 | 21/09/23 | 10/10/23 | | | X | X | | | |
| 4 | Development of a structured draft of the NAPI document | 15 | 11/10/23 | 01/11/23 | | | | X | X | | |
| | Translation of documents | No need for translation | | | | | | | | | |
| 5 | Validation of NAPI document by main stakeholders | 5 | 02/11/23 | 08/11/23 | | | | | X | | |
| 6 | Submission of the revised and final report | 10 | 09/11/23 | 23/11/23 | | | | | X | | |
| | Total | 80 | | | | | | | | | |