

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:	Review the National Financial Inclusion Strategy (2018-2022) for Madagascar and develop the 2023-2027 National Financial Inclusion Strategy in line with the SADC Strategy on Financial Inclusion and SMEs Access to Finance.
Reference no.:	ToR 0292/RA 3.1
Activity Code:	IN. 0292.3.1.4 “STE inputs”
Responsible SADC SPO:	Mr. Mário Lironel, Senior Programme Officer – Finance and Investment (Task Manager)
Date of issue:	8 September 2023
1. Background	
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, 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>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</p>

	<p>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>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 www.SADC.int.</p>
1.2 Background –	<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</p>

<p>SIBE Programme</p>	<p>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. The Programme is implemented by the SADC Secretariat and covers all the 16 SADC Countries.</p> <p>The overall objective of the Programme is to achieve sustainable and inclusive growth and support job creation in the SADC region.</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 <i>ad-hoc</i> 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 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). <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 National Financial Inclusion Strategies.
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	<p>ii. Identify key financial inclusion regulatory areas for harmonisation and capacity building; and</p> <p>iii. Monitor Status of and Progress on Financial Inclusion in the Region.</p> <p>The Programme management structure is composed 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 conduct an assignment on: Review the National Financial Inclusion Strategy (2018-2022) for Madagascar and develop the 2023-2027 National Financial Inclusion Strategy in line with the SADC Strategy on Financial Inclusion and SMEs Access to Finance.</p>
1.3 Background to this Assignment	<p>This Assignment is being commissioned under SIBERA 3 “Enhanced financial inclusion is supported”, Activity 3.1 “Development and implementation of Financial Inclusion Strategies”.</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 to 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) supported 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. The Strategy will provide an overview of the context in SADC and assist in coordinating efforts around a common vision and goal under the leadership of the SADC Secretariat.</p> <p>The SADC Strategy for Financial Inclusion and SMEs Access to Finance (2016-2021) emphasises two pillars: (i) Digitisation based on strong payment</p>

	<p>systems and (ii) building credit markets. The main objective is to improve access, uptake and utilization of quality financial services and products for consumers and small and medium businesses (SMEs) in the SADC region for effective participation in the SADC Industrialisation Strategy and Roadmap.</p> <p>Most importantly, the current SADC Strategy for Financial Inclusion and SMEs Access to Finance (2016-2021) elapsed in 2021. Progress against implementation of this initial strategy was reviewed in 2021, and the outcomes were presented to the Financial Inclusion Subcommittee in May 2022 in South Africa before its submission to the Ministers of Finance and Investment in July 2022 in Malawi. Consultancy services to develop the SADC Strategy on Financial Inclusion and SMEs Access to Finance 2023-2028 were launched in February 2023 and are expected to be completed by July 2023.</p> <p>The SADC Financial Inclusion Subcommittee, at its meeting held virtually in March 2021, noted that, among others, SIBE will support Member States in domesticating the SADC Financial Inclusion Strategy and SMEs Access to Finance. Following the recommendation of the SADC Financial Inclusion Subcommittee at the same meeting, the Secretariat invited Members States to formalise their interests to receive technical assistance for the development of their National Strategy on Financial Inclusion and SMEs Access to Finance and or review of existing Financial Inclusion Strategies.</p> <p>Over the years, access to financial products and services has been an issue in Madagascar, with FinScope Madagascar Consumer Survey of 2015 indicating that 71 percent of the adult population was excluded from formal financial services. Only 12 percent of the adult population had access to bank services or products. The review of the 2018-2022 Strategy is expected to bring out the extent of achievements during its implementation and also map out a way forward in the implementation of the 2023-2027 whilst also looking at new products and technologies in the financial inclusion space.</p>
2. Description of the Assignment	
2.1 Global objective	<p>The global objective of the Assignment is to contribute to achieving sustainable and inclusive economic growth in Madagascar, support job creation through inclusion of all players in the economy, particularly the previously excluded such as women, physically disabled, 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). Financial Inclusion can also support Member States efforts to reduce poverty and ensuring gender equality amongst others.</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"> • establish a shared vision for the financial sector; • define guiding principles for the development of inclusive finance in each specific Member State; • stipulate the core elements needed to promote financial inclusion; • define the role of stakeholders in implementing the individual Member State strategies; • define strategic interventions and action plans; and • coordinate the activities of sectors during implementation.
2.2 Specific objectives	<p>The specific objective of the Assignment is to provide Technical Assistance to Madagascar to review the 2018-2022 Financial Inclusion Strategy and to develop a National Financial Inclusion and SMEs Access to Finance Strategy for Madagascar 2023-2027 as a way of domesticating the Regional Strategy and develop a Monitoring and Evaluation Framework for the Strategy. The review of the Strategy 2018-2022 is aimed at measuring successes and failures of the Strategy with a view to drawing lessons from its implementation and leverage on successes attained.</p> <p>The Strategy document to be developed will be informed by the 2018-2022 review and will define and prioritise different actions on financial inclusion through a common and shared vision whilst also recognising the Member State's priorities. Furthermore, the Strategy document will consolidate the coordination and improved synergy of the interventions of the stakeholders from the public and private sector, civil society as well as the International Cooperating Partners (ICPs).</p>
2.3 Requested services	<p>In collaboration with the National Financial Inclusion Task Team to be established in Madagascar for the purpose, the STE is expected to review the implementation of Madagascar's current Strategy (2018-2022) and develop the subsequent National Financial Inclusion Strategy for Madagascar (2023-2027) and ensure that activities specifically include, but will not be limited to the following:</p> <p>STE 1: Development of the Strategy</p> <p>Review of the current Financial Inclusion Strategy</p> <ol style="list-style-type: none"> Undertake an evaluation of the successes and failures, challenges and causalities on the implementation of Madagascar's National Financial Inclusion Strategy (NIFS 2018- 2022); Reflect on the achievements in the implementation of the 2018-2022 NIFS; Review the existing National Financial Inclusion Strategy for Madagascar in line with the currently just completed review of SADC

	<p>Strategy on Financial Inclusion and SME Access to Finance and draw lessons therefrom;</p> <ul style="list-style-type: none"> iv. Review the existing Strategy's key performance indicators against best practice taking cognisance of new developments in the financial inclusion space as well as alignment to the National Financial Sector Development Strategy and the current National Strategic Development Plan key pillars; v. Undertake an assessment of the current state of financial inclusion in Madagascar, building on the previous Strategy's successes, covering, but not limited to, the demand-side, supply-side of financial services, and products and regulatory analysis, utilising available data and other diagnostic studies and assessments done in the sector. <p>Development of a new Financial Inclusion Strategy (2023 - 2027)</p> <ul style="list-style-type: none"> i. Develop a Financial Inclusion Strategy by setting specific targets to be achieved in specific years, using among others, the outcome of the review of the current Financial Inclusion Strategy. ii. Set new goals and objectives in line with prevailing global and regional trends. iii. Undertake consultations with key financial inclusion stakeholders in Madagascar including, but not limited to, relevant government departments and agencies, regulators, private sector and development partners. iv. Build on previously identified key stakeholders and drivers of financial inclusion in Madagascar and also identify new alliances and stakeholders. v. Review previously identified key drivers of financial inclusion, identify new drivers and develop a roadmap, including a budgeted action plan, for achieving the strategic objectives and key results. The proposed interventions should consider financial inclusion for youth, women, SMEs, rural and excluded communities. Specific actions to address the impact of Covid-19 (post COVID-19) in the financial inclusion area shall be developed. Most importantly, the proposed interventions should consider digitization including Financial Technology (FinTech),, as a major driver of financial inclusion. vi. The review should also touch on the opportunities that are brought by Green finance; vii. Develop an institutional and implementation framework or roadmap for the Strategy. viii. Identify key digital financial services and instruments that promote financial inclusion for the SMEs and the previously excluded sectors of the economy.
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	<ul style="list-style-type: none"> ix. Identify ways in digital products and processes that can accelerate all forms of financial inclusion in Madagascar. x. Identify digital financial inclusion solutions to reach currently underserved and excluded sectors of the population; xi. Identify key digital platforms and their uses including data requirements and associated risks. <p>STE 2: Monitoring and Evaluation Expert</p> <ul style="list-style-type: none"> xii. Develop a performance review and monitoring and evaluation framework, whilst recognising work that has already been undertaken. xiii. Identify key indicators to measure the strategic goals with baselines and targets in line with international best practises and the monitoring and evaluation framework of the SADC Strategy on Financial Inclusion and SMEs access to Finance. xiv. Review the existing Madagascar' Strategy's key performance indicators against best practice taking cognisance of new developments in the financial inclusion space. xv. Pay particular attention to the data gaps with respect to financial inclusion, especially for SMEs, and propose ways of using existing data sources or developing new data sources to facilitate the monitoring of financial inclusion and impact. <p>The STEs will both facilitate a validation workshop to validate Strategy proposals and identified indicators.</p> <p>Based on the comments from the validation workshop, the STEs will finalise the proposed Madagascar National Financial Inclusion Strategy for 2023-2027, including the Monitoring and Evaluation Framework.</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. The assignment will be executed in French.</p> <p>PART 1–Inception and planning – for a total of 10 working days in Madagascar or remotely in the Consultant/'s home country.</p> <p>PART 2–Official launch, data collection and field visit–for a total of 35 working days combining virtual and physical engagements with the relevant stakeholders for both STEs.</p> <p>The convening of the launch should be facilitated by the Financial Inclusion Champion at Member State level (National Financial Inclusion Task Team). The costs related to this launch event shall be the responsibility of Madagascar.</p> <p>PART 3–Data analysis and submission of the Draft Report of the assignment in line with the requested services listed above– estimated at 30 working days remotely by agreement.</p>
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	<p>Part 4–Facilitation of one validation workshop of 2 days in Madagascar likely to be virtual or hybrid depending on the logistics in Madagascar– estimated at 8 working days, including four (2) days planning and (4) days for reporting on the validation workshop.</p> <p>Part 5 –Finalisation of the Draft Report to incorporate issues raised during the workshop and brief final assignment report – estimated at 10 working days remotely by agreement.</p> <p>Notes: 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. However, the total maximum days of 90 will not be changed.</p>
2.4 Deliverables	<p>The STE will provide the following deliverables:</p> <ul style="list-style-type: none"> • Inception Report: a detailed work plan, timeframe and approach to undertake the assignment. • Data Collection Report; detailing the process and findings from the data collection; • Final evaluation and recommendations report of the 2018-2022 NFIS of Madagascar • Monitoring and evaluation framework including the indicators identity sheets as an appendix • Draft National Financial Inclusion Strategy for Madagascar, with Annexes reflecting the analysis of the data and information collected during desk review and detailing the result of the assignment; • Validation Workshop Report where the findings from the data collection and data analysis are presented to the National Financial Inclusion Task Team (if constituted) or/and any relevant stakeholders identified by Madagascar. • Final report: final version of the National Financial Inclusion Strategy for Madagascar 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"> - Executive Summary; - Objectives; - Scope and Methodology; - Analysis and Findings; - Lessons Learned; and - Conclusions and Recommendations. <p>Note: All deliverables will be the property of the SADC Secretariat and the Government of Madagascar.</p>

2.5 Management	The STEs will collaborate closely with the Madagascar National Task Team (or any other structure 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.
2.6 Methodology	<p>PART 1: INCEPTION –10 FEEDAYS (5 Days STE 1, and 5 Days STE 2)</p> <p>This Part will begin with an inception and assimilation phase, including a virtual kick-off meeting for the Secretariat to brief the STEs and to discuss the Assignment as a whole.</p> <p>During this phase, the STEs are expected to become conversant with development policies and strategies at global, regional and national level, including among others, Madagascar’s National Development Plan, other relevant national documents, the SADC Vision 2050 and RISDP 2020-2030;the SADC Industrialisation Strategy and Roadmap (2015-2063) and its Action Plan; the Madagascar National Financial Inclusion Strategy 2018-2022;the SADC Strategy for Financial Inclusion and SMEs Access to Finance and its Action Plan -2023-2028 once approved; the Strategic Focus Areas of Committee of Central Bank Governors (CCBG) pertaining to Financial Inclusion, the roles of other SADC structures and substructures including CISNA and the SADC Development Finance Centre (SADC-DFRC) Resource who are also dealing with financial inclusion issues in their structures.</p> <p>The STEs will complete a brief Inception Report including the methodology and work plan for the assignment and, with the aid of a Power Point presentation, present the report to the Secretariat.</p> <p>PART 2: DATA COLLECTION– 35FEEDays (25 Days STE 1, and 10 Days STE 2)</p> <p>This part will be focussed on data collection at regional level and, most importantly, in Madagascar.</p> <p>PART 3: DRAFT REPORT OF THE ASSIGNMENT -30 FEEDAYS (20 days STE 1, and 10 days STE 2)</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. The detailed Draft Report should be consistent and aligned with the objectives and the requested services of the assignment.</p> <p>PART 4 –VALIDATION WORKSHOPS–8 FEE Days (5 Days STE 1, and 3 Days STE 2)</p> <p>During this Part, the STE will facilitate a virtual or hybrid validation workshop in Madagascar which will be attended by all relevant stakeholders. The cost</p>





	related to the convening of the workshop will be the responsibility of the Government of Madagascar.				
	PART 5 – FINAL REPORT – 7 FEE DAYS (5 Days STE 1, and 2 Days STE 2)				
	The STEs will improve the Report by incorporating comments from the validation workshop and comments from Madagascar, the SIBE Task Manager and SIBE Programme Coordinator.				
3. Resources allocated					
3.1 Resources from the Technical Assistance contract.					
	Part 1	Part 2	Part 3	Part 4	Part 5
STE 1: Up to 60 STE days	5	25	20	5	5
STE 2: Up to 30 days	5	10	10	3	2
Per Diem Days (Up to 26)	6	13	-	7	-
Regional Travel	1	2	-	2	-
	It is expected that the assignment will be executed by 2 STEs physically in Madagascar or where necessary remotely depending on the domicile of the STEs by agreement. If it becomes necessary, the STEs are expected to arrange his/her own transport in the locations of the Assignment, except where air travel is required.				
3.2 Other related resources allocated from the SADC-SIBE budget					
Workshop budget	The workshop will be held as part of work under RA 3.1 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.				
3.3. Expert profile					

STE 1:Qualifications and skills	<ul style="list-style-type: none"> • 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 post qualifying experience may be accepted in lieu of the advanced university degree. • Excellent drafting, communication and reporting skills in English and French (primarily in French). • 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 10 years of professional experience in Financial Sector Development, Policy and Strategy in developing countries and/or emerging markets. • Experience in conducting evaluations and reviews of policy and strategic document, preferably in the area of financial inclusion.
Specific professional experience	<ul style="list-style-type: none"> • 5 years' experience in the area of financial inclusion policy; knowledge of the Madagascar's financial sector environment. • Experience in strategic planning, program/project management and monitoring and evaluation. • Experience of working in a developing economy environment and particularly in the SADC region will be considered as an asset. • Knowledge of the issues and challenges of Madagascar and the SADC regional financial inclusion space will be considered as an asset.
STE 2: Qualifications and skills	<ul style="list-style-type: none"> • At least a Master's Degree in Relevant minimum academic qualifications: Masters in Development Studies, Economy, Finance or related fields from a recognised institution; or at least Bachelor's Degree for a candidate with a minimum of 10 years of specific experience • Excellent drafting, communication and reporting skills in English and French (primarily in French). • Proficient in the use of computers and computer software relevant to the position.
General professional experience	<ul style="list-style-type: none"> • Minimum 7 years of general professional experience in M&E • At least 5 years of experience in M&E system design and system implementation within a public or private sector, working with a regional or an international organization

Specific professional experience	<ul style="list-style-type: none"> • At least 5 years of experience in in M&E system design and follow-up/evaluation of the system implementation; including templates design for monitoring and follow-up; or minimum of 10 years post qualifying experience for • candidate with Bachelor Degree • Experience in conducting research especially in M&E s where research and analysis are a main feature of the work required, particularly in the financial sector. • Knowledge and understanding of M&E system design and implementation; including monitoring and evaluation principles, procedures and templates for data collection and reporting for results indicators; and roles and responsibilities for reporting on the results achieved, including format, content, frequency, source(s) of data. • Ability to facilitate the implementation of capacity building and training programmes to enhance capacity in M&E in Madagascar.
	The STEs are expected to utilise own laptop computers, internet, email and cellular telephones for communication while executing the assignment.
4. Location duration and planning	
4.1 Location of work	The Assignment will be conducted remotely or in person by agreement.
4.2 Duration	<p>The indicative expected start date is 2 October 2023.</p> <p>The indicative expected end date is 22 December2023.</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.</p>
5. Reporting	
5.1 Language	The Assignment language and all reporting shall be in French
5.2 Progress reporting	<p>Submission and approval procedure for Inception and Progress Reports</p> <p>All written reports shall be submitted in soft copy by email, with Arial font size 12, in a format provided by the Consortium to the STE and shall include deliverables as Annexes.</p> <p>The soft copy must not be in PDF format preventing formatting.</p>

	<p>All reports will first be submitted to the Programme Coordinator and Task Manager for initial review and onward submission to the designated senior official from Madagascar 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>Part 1 - Inception Report and presentation</p> <p>The STEs 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 STEs will make a brief PowerPoint presentation to Madagascar and the Secretariat of the Inception Report.</p> <p>Note: This presentation is a deliverable and should be annexed to the Inception Report. The STEs will submit the Inception Report to the Programme Coordinator for initial review before submission to Madagascar. 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>Parts 2 & 3& 4 – Progress Report</p> <p>At the End of Parts 2 & 3 & 4, the STEs will submit progress reports within 2 working days at the end of each Part.</p>
5.3 End of Assignment Reporting	<p>Part 5 - End of Assignment Report (EoAR) and presentation</p> <p>The STEs will submit the EoAR for approval at the completion of the Assignment. The reports 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. • Any recommendations for further support to the beneficiary. • As Annexes, all deliverables produced. • 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. <p>EoAR Submission and approval procedure:</p> <ul style="list-style-type: none"> ▪ After end of assignment, the EoAR will be submitted by email to the Consortium for quality control through the SIBE Programme

	<p>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.</p> <ul style="list-style-type: none"> ▪ The STEs 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. ▪ Upon acceptance (or if the one-month period has elapsed since submission without comments being issued), the EoAR shall be submitted to the RA manager and the SIBE Task Manager for administrative approval. ▪ The Assignment will not be considered to be complete until the approval of the SIBE Task Manager to the EoAR has been obtained. ▪ The EoAR shall be delivered in soft copy. The soft copy shall include deliverables produced as annexes. The soft copy must not be in pdf format preventing formatting.
5.4 Report quality, structure, formatting and editing	<p>The STEs are responsible for ensuring the quality of their reports using the templates and report structures provided or suggested by the LTEs or Programme Coordinator. It is expected that the STEs will ensure that the reports are formatted properly and proof-read for grammatical, spelling and other mistakes. While the reports will go through review by the LTEs and other members of the SIBE team, it is not expected that the reviewers will have to correct grammar, spelling and formatting errors. If the STE does not have skills in this respect s/he is expected to seek the services of an editing expert at his/her own cost.</p>
6. Administrative Information	
Timesheets	<p>The STEs will individually 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"> - RA Manager - SIBE Programme Coordinator - SIBE Task Manager <p>Timesheets should be signed and handed to the SIBE Programme Coordinator.</p>
Travel approval forms	<p>If regional travel is required, the STEs will individually complete a SIBE travel approval form which will be handed to the SIBE Task Manager for processing.</p>

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			
SIBE Programme Coordinator	RA Manager	Task Manager	Director-Finance, Investment and Customs
Mike Nyamazana	Rado H. Razafindrakoto	Mario Lironel	S.L. Mtonakutha
Signature: 	Signature: 	Signature: 	Signature: 
Date: 31 August 2023	Date: 31 August 2023	Date: 31 August 2023	Date: 31 August 2023

ANNEXES TO ToR 0292/RA 3.1

ANNEX 1: Experts scoring grid

ANNEX 2: Botswana official holiday 2023-2024 (non-working/fee days)

ANNEX 3: Gantt chart

ANNEX 4: Estimated budget

ANNEX 1.
Experts scoring grid – STE 1

Qualifications and Experience STE 1	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 post-qualifying experience may be accepted in lieu of the advanced university degree.	10
Excellent drafting, communication and reporting skills in English and French (primarily in French).	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
5 years' experience in the area of financial inclusion policy; Knowledge of Madagascar's financial sector environment.	20
Experience in strategic planning, program/project management and monitoring and evaluation.	10
Experience working in a developing economy environment and particularly in the SADC region will be considered an asset.	10
Knowledge of the issues and challenges of Madagascar and the SADC regional financial inclusion agenda will be considered as an asset.	10
Score	100

Experts scoring grid – STE 2

Qualifications and Experience STE 2	Points
Qualifications and skills:	20
At least a Master's Degree in Relevant minimum academic qualifications: Masters in Development Studies, Economy, Finance or related fields from a recognised institution; or at least Bachelor's Degree for a candidate with a minimum of 10 years of post-qualifying experience	10
Excellent drafting, communication and reporting skills in English and French (primarily in French).	5
Proficient in the use of computers and computer software relevant to the position.	5
General professional experience:	30
Minimum 7 years of general professional experience in M&E	15
At least 5 years of experience in M&E system design and system implementation within a public or private sector, working with a regional or an international organization.	15
Specific professional experience:	50
At least 5 years of experience in in M&E system design and follow-up/evaluation of the system implementation; including templates design for monitoring and follow-up. ; or minimum of 10 years of specific experience for candidate with Bachelor Degree	20
Experience in conducting research especially in M&E s where research and analysis are a main feature of the work required, particularly in the financial sector	10
Knowledge and understanding of M&E system design and implementation; including monitoring and evaluation principles, procedures and templates for data collection and reporting for results indicators; and roles and responsibilities for reporting on the results achieved, including format, content, frequency, source(s) of data.	10
Ability to facilitate the implementation of capacity building and training programmes to enhance capacity in M&E in Madagascar.	10
Score	100

ANNEX 2:
Botswana official holidays 2023-2024

Day	Date	Occasion
Friday	7 April 2023	Good Friday
Monday	10 April 2023	Easter Monday
Thursday	18 May 2023	Ascension Day
Saturday	1 July 2023	Sir Seretse Khama Day
Monday	17 July 2023	President's day
Tuesday	18 July 2023	President's day ¹
Sunday	1 October 2023	Botswana Holiday
Monday	2 October 2023	Independence Day
Monday	25 December 2023	Christmas Day
Tuesday	26 December 2023	Boxing Day
	Botswana holidays 2024	
Monday	1 January 2024	New Year's Day
Friday	29 March 2024	Good Friday

ANNEX 3: Indicative Gantt Chart

	Task Description	Duration (days)	Start Date	End Date	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18
1	Inception period	10 (STE 1 and STE 2(5+5))	2 Oct 2023	6 Oct 2023																		
2	Data collection	35 (25 and 10)	9 Oct 2023	10 Nov. 2023																		
3	Data analysis and submission of Report	30 (20 and 10)	13 Nov 2023	8 Dec 2023																		
4	Validation Workshop	10 (5 and 5)	11 Dec 2023	15 Dec 2023																		
5	Submission of the final report	10 (5 and 5)	18 Dec 2023	22 Dec 2023																		