



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

| Terms of Reference (ToR) for Recruitment of a Short-Term Expert (STE) | |
|--|---|
| Title of Assignment: | Provision of technical support and guidance on the renewal of the SADC RTGS and SADC member states' efforts to integrate with continental financial infrastructure solutions |
| Reference no.: | ToR 0292/RA 2.4 |
| Activity Code: | IN. 0292.2.4.8 "STE inputs" |
| Responsible SADC SPO: | Mr Mario Lironel, Senior Programme Officer – Finance and Investment (Task Manager) |
| Date of issue: | 5 May 2023 |
| 1. Background | |
| 1.1 Background SADC | <p>The Southern African Development Community (SADC) was formed in 1980 as the "Southern African Development Co-operation Conference" (SADCC) by nine of the current Member States. On 17 August 1992 in Windhoek, Namibia, the SADCC was transformed into SADC with the signing of the SADC Declaration and Treaty. SADC currently has 16 Member States: Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia and Zimbabwe. SADC has a combined population of approximately 380 million and a Gross Domestic Product (GDP) of more than USD780 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, which was amended in</p> |

2016); the Protocol on Trade (1996); the Protocol on Mining (1997); the Protocol on Trade in Services (2012); and the Protocol on Industry (2019).

Through these protocols, the SADC envisage to eliminate barriers to intra SADC trade, eliminate import and export duties, quantitative restrictions on exports and imports and all other non-tariff barriers to trade, and remove any obstacles to the free movement of labour, goods and services.

In particular, the Finance and Investment Protocol(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 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

| | |
|---|---|
| | <p>the Secretariat is the principal executive institution of SADC. For further information see www.SADC.int.</p> |
| <p>1.2 Background – SIBE Programme</p> | <p>The Support to Improving Investment and Business Environment (SIBE) Programme is a five-year Programme, implemented by the Finance, Investment and Customs (FIC) Directorate 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. The Programme is implemented by the SADC Secretariat and covers all the 16 SADC Countries.</p> <p>The overall objective of the Programme is to achieve sustainable and inclusive growth and support job creation through the transformation of the region into a SADC investment zone and promoting intra-regional investment and Foreign Direct Investment (FDI) in the SADC region, in particular for Small and Medium Enterprises (SMEs).</p> <p>The specific objective of the SIBE Programme is to develop the region into a SADC investment zone, promoting intra-regional investment and FDI in the SADC region, in particular for SMEs.</p> <p>The Programme focuses its support on the following 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-Banking Authorities (CISNA), Committee of SADC Stock |

| | |
|--|--|
| | <p>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 by a Task Manager, the Senior Programme Officer – Finance and Investment under the operational oversight and guidance of the Director of Finance, Investment and Customs (FIC).</p> <p>The SADC Secretariat has contracted a consortium composed of FinMark Trust, GFA Consulting Group and Southern Africa Trust, under a Service Contract for a Technical Assistance including the provision of one Long Term Expert to coordinate and manage the implementation of activities across the 3 result areas, and a pool of Long and Short-Term Experts.</p> <p>These Terms of Reference (ToR) are a request for the provision of Short-Term Expert (STE) services to the SIBE Programme to “support and guide on the renewal of the SADC RTGS and SADC member states’ efforts to integrate with continental financial infrastructure solutions”.</p> |
| <p>1.3 Background - this Assignment</p> | <p>This Assignment is being commissioned under SIBE RA 2 “Enhanced integration of financial markets in the SADC region is promoted”, Activity 2.4.8 “Support implementation of the SADC-RTGS Renewal Programme in order to promote an integrated, safe and efficient regional payment systems”.</p> <p>The Committee of the Central Bank Governors (CCBG) in the Southern African Development Community (SADC) was established by the SADC Committee of Ministers for Finance and Investment (COMFI) in July 1995 and approved by the SADC Council in August 1995. The CCBG was established in line with Chapter 10 of the Finance and Investment Protocol (FIP), which stipulates that the CCBG shall consist of Central Bank Governors of each SADC Member State.</p> <p>The Southern African Development Community (SADC) Real Time Gross Settlement System was designed and developed from 2009 in</p> |

| | |
|--|---|
| | <p>collaboration with the SADC Banking Association (SADC BA) and went live in 2013.</p> <p>At that time the infrastructure was built on the basis of SADC adopting a single currency and having a regional Central Bank, similar to what exists in Europe today. The infrastructure was initially implemented with ZAR as the settlement currency. Subsequently, the system enhanced with the multi-currency settlement capability. Subsequent political and economic events caused a reappraisal of this intent. This in turn has led to the requirement for a full re-evaluation of the function, operation, services and management of the SADC RTGS to ensure it is efficient, remains relevant, anticipates future market needs and is able to integrate into wider continental initiatives.</p> |
| <p>2. Description of the Assignment</p> | |
| <p>2.1 Global objective</p> | <p>The global objective of the Assignment is to contribute to achieving sustainable and inclusive growth, support job creation and support the industrialisation agenda in the SADC region by encouraging an efficient and safe payments system in the region while at the same time ensuring integration with wider continental initiatives to enable intra-Africa trade.</p> |
| <p>2.2 Specific objectives</p> | <p>The SADC RTGS renewal programme more specifically has these key objectives:</p> <ul style="list-style-type: none"> i. Review of the current technical architecture, processes, procedures, legal agreements, and work profiles against future market needs e.g., operate in a multi-currency environment, using modern technologies and processes which should lead to the necessary adjustments being made to existing models. The Consultant will work with the assigned teams and constituted work groups by means of face-to-face sessions, video conferencing, desk-based research and perusal of documentation in order to ensure that the developed Intellectual Property is appropriate based on sound and informed inputs and decisions. ii. In cooperation with the user community develop the necessary capacities to handle the new operational requirements and capabilities as they occur. The Consultant, together with the user community, will oversee the plans and activities that will be implemented and activated in order for the intended users of the infrastructure to make the necessary operational and business adjustments to adopt and use the new provided functionalities of the infrastructure. iii. Engagement with financial infrastructures in the wider African continent to ensure that the renewed SADC RTGS integrates with endorsed solutions in as seamless and cost-effective |

| | |
|--------------------------------------|---|
| | <p>manner as possible. The Consultant will work closely with the assigned teams during consultation sessions with other Regional or Pan-African organizations when discussions of integration are held.</p> |
| <p>2.3 Requested services</p> | <p>Technical guidance and support to the SADC RTGS Operator team, programme management, work groups, operational/payment heads, regulatory authorities, user community and other relevant stakeholders during the roll out of the programme.</p> <p>Specifically, the STE will work closely with the SADC RTGS Operator, SADC Payments Integration Project Office (and South African Reserve Bank’s RTGS Renewal Programme Management Office) to deliver on and provide for the following services:</p> <ol style="list-style-type: none"> i. Review and update of the target operating model for the future SADC-RTGS and scheme management <ul style="list-style-type: none"> • Review and update the future SADC-RTGS business requirements. ii. Assist with the establishment of a Scheme Management function for the Credit Transfers with Immediate Settlement (CTIS) payment Scheme, including formulating a well-defined scheme management process with a set of transition processes and procedures for the move from the current operating model to the new one, i.e., <ul style="list-style-type: none"> • Review of agreements, procedures, developing a strategy and assist with the migration of the management of CTIS rules from the SADC-PSMB to the SADC-RTGS Operator, and reports for the new features such as additional currencies and interface to other initiatives on the continent. • A set of take-on procedures covering testing and take on with all necessary approvals catered for. • Updating of existing documentation covering existing rules, Service Level Agreements, operating procedures, and reports. iii. Outline a liquidity-efficient settlement model, aimed at reducing costs and losses to the SADC region (and end user) iv. Formulate a well-defined process for the inclusion (onboarding) of other currencies US Dollar and other member states’ currencies through the multi-currency capability of the SADC-RTG aimed at providing multiple settlement currencies to the participants and assist in the establishment of a Criteria to settle in US Dollar and related settlement rules; v. Engage on and consider for implementation a suitable interface and processes for inter-continental transactions with other |

| | |
|--------------------------------|---|
| | <p>regions and operating entities, as approved by the Committee of Central Banks Governors (CCBG)</p> <p>vi. Provide capacity building to the current SADC RTGS Operator team on key payment aspects such as scheme management, rules compliance enforcement and AML/CFT compliance enforcement, including Sanction screening and fraud monitoring, operations and legal/governance arrangements, regulatory oversight arrangements of the scheme, risk management framework of the scheme, technical aspects such as message flows for ZAR, USD and other SADC currencies and the settlement framework for these currencies.</p> <p>vii. Review the situation and provide capacity building on emerging issues such as new forms of connectivity, innovative and flexible settlement services and world class resilience.</p> <p>viii. Assess the situation and assist with the development of the mechanism for linking the RTGS with the ongoing project for the regional connectivity of the stock exchanges. This is view of the longer-term vision of SADC (in the context of the ongoing AfDB project) for the RTGS to act as an open platform for the banking and capital markets sector and the stock exchanges in facilitating safe and efficient settlement in each Member State's currency.</p> |
| <p>2.4 Deliverables</p> | <p>The SADC RTGS Renewal Consultant (STE) will ensure the following deliverables are achieved:</p> <ul style="list-style-type: none"> • Initial Stocktake position and programme workplan: working with the SADC-RTGS Operator and current SARB programme managers produce a detailed stocktake of the current situation, proposed workplan, timeframe and approach to undertake the assignment. • On-going presentations and position papers; the Consultant will either lead workshops or attend workshops with relevant stakeholders over the duration of the projects. This will result in the production of the technical architecture documentation, documented operating model of the payment scheme made possible by the adoption of the infrastructure developed, approved supporting service level and legal agreements. • Sign off on outputs: the Consultant will either co-sign off on relevant outputs or ensure appropriate sign offs are made. • <p>Note: All deliverables will be the property of the SADC RTGS Operator and SADC Secretariat.</p> |
| <p>2.5 Management</p> | <p>The STE will report to and will be under the day-to-day supervision the Task Manager/SPO Finance and Investment, SIBE Programme</p> |

| | |
|------------------------|--|
| | Coordinator, SADC RTGS Operator and the (CCBG) Payments Integration Project Office. |
| 2.6 Methodology | <p>INCEPTION –10 FEE DAYS</p> <p>This Part will begin with an inception and assimilation phase, including a start-up meeting for the stocktake and work plan formulation.</p> <p>During this phase the STE is expected to be provided with access to the following documents;</p> <ul style="list-style-type: none"> • the SADC Vision 2050 and RISDP 2020-2030 Prioritized Projects; • the SADC Protocol on Finance and Investment; • the SADC Industrialisation Strategy and Roadmap (2015-2063) and its Action Plan; • the CCBG Strategic Focus Areas pertaining to Payments, Clearing and Settlement and the SADC RTGS Programme; and • The SADC-RTGS renewal programme project document. <p>The STE will complete a brief stocktake and work plan formulation report including methodology for the assignment and make an inception Presentation of the report to the Secretariat.</p> <p>PART 2: DATA COLLECTION – 45 FEE Days</p> <p>This part will be focused on data collection at regional level to understand the current RTGS situation in Member States.</p> <p>PART 3: DATA ANALYSIS – 45 FEE DAYS</p> <p>During this Part, the STE will proceed with the analysis of the SADC RTGS renewal journey.</p> <p>The STE should at this point also produce a detailed and comprehensive Draft Report of the RTGS renewal program. 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 – 10 FEE Days</p> <p>During this Part, the STE will facilitate a virtual validation workshop in South Africa or any Member State per agreement. The cost related to the convening of this virtual workshop will be the responsibility of the SADC Secretariat.</p> <p>PART 5 – FINAL REPORT – 10 FEE DAYS</p> <p>The STE will improve on the RTGS Renewal program by incorporating comments from the validation workshop and comments from the SADC</p> |

| | | | | | |
|---|---|--------|--------|--------|--------|
| | Payments team, the SIBE Task Manager and SIBE Programme Coordinator. | | | | |
| 3. Resources allocated | | | | | |
| | Part 1 | Part 2 | Part 3 | Part 4 | Part 5 |
| Up to 120 STE days | 10 | 45 | 45 | 10 | 10 |
| Up to 40 per-diem days | - | 30 | - | 10 | - |
| Regional Travel | None | 4 | - | 1 | None |
| | The STE is expected to utilise his/her own laptops/ computers, internet, email and cellular telephones for communication while executing the assignment. | | | | |
| 3.2 Other related resources allocated from the SADC-SIBE budget | | | | | |
| Workshops budget | The initiative will be undertaken as part of work under RA 2 funding. | | | | |
| Translation of documents | The translation of documents will be arranged by SADC secretariat separately. It should be noted that a minimum of 5 weeks is required from the hand-over of materials for translation. | | | | |
| Interpretation | Interpretation when/if necessary, will be arranged by the SADC Secretariat separately. | | | | |
| 3.3. Expert profile: | | | | | |
| Qualifications and skills | <ul style="list-style-type: none"> • Post-graduate degree in a field related to the assignment such as Economics, Finance, Banking, Law or additional 10 years of related professional experience. • Excellent written and communication skills in English. • Excellent computer skills including knowledge of Microsoft Office packages such as PowerPoint and Microsoft Word. | | | | |
| General professional experience | <ul style="list-style-type: none"> • Minimum 10 years of professional experience in the area of financial sector and in particular cross-border payments. • Experience on project planning and coordination | | | | |

| | |
|--|--|
| Specific professional experience | <ul style="list-style-type: none"> • Minimum 5 years of professional experience in project coordination and financial services and in banking policy. • Knowledge of the issues and challenges in the SADC region in terms of payments, clearing and settlement. • Experience of working in a developing and/or emerging economy environment will be considered as an asset. • Knowledge of AML/CFT principles and exchange control policy will be an advantage. |
| | The Consultant is expected to utilise his/her own laptop computer and cellular telephone. |
| 4. Location duration and planning | |
| 4.1 Location of work | The Assignment will be carried out remotely by agreement. |
| 4.2 Duration | The indicative expected start date is 5 June 2023 The indicative expected end date is 15 December 2023 |
| 4.3 Working week | The working week is from Monday to Friday, except in case of official holidays or SADC closure days as recorded in Annex 1. Weekends are not normally considered as working days unless specifically requested and confirmed in advance in writing by the SADC Secretariat. |
| 5. Reporting | |
| 5.1 Language | The Assignment language is English, and all reports shall be in English; |
| 5.2 Progress reporting | <p>Submission and approval procedure for inception and progress reports</p> <p>All written reports shall be submitted in soft copy by email, with Arial font size 12, in a format provided by the Consortium to the STE and shall include deliverables as Annexes.</p> <p>The soft copy must not be in PDF format preventing formatting.</p> <p>All reports will be submitted to the Consortium for quality control through the SIBE 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 on 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 STE will complete an inception report and submit it by the end of Part 1. The Report will include a methodology for the Assignment.</p> <p>At the end of Part 1 the STE will make a brief Power Point presentation to the Secretariat of the inception report.</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 through the Programme Coordinator, copied to the Secretariat. The Programme Coordinator 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 STE will submit a progress report within 2 working days of the end of each Part. N/A</p> |
| 5.3 End of Assignment Reporting | <p>Part 5 - End of Assignment Report (EoAR) and presentation</p> <p>The STE will submit the EoAR for approval at the completion of the Assignment. The report shall be submitted in the format provided and will include the following:</p> <ul style="list-style-type: none"> • An executive summary of the whole Assignment. • List of activities carried out during the Assignment. • 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 Power Point 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 report. <p>EoAR Submission and approval procedure:</p> <ul style="list-style-type: none"> • After end of assignment, EOAR will be submitted by email to the Consortium through the Programme Coordinator for quality control; then it will be submitted to the Result Area (RA) manager for technical comment for the Scheme Manager. Technical comments will be issued within 10 working days. • The STE shall address all the technical comments within 15 calendar days of receiving comments and submit the final EoAR to SADC for final technical and administrative approval. If no comments are issued by SADC within one month 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 |

| | |
|--|--|
| | <p>submitted to the Result Area (RA) manager and the SIBE Task Manager for administrative approval.</p> <ul style="list-style-type: none"> • 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 and must not be in pdf format preventing formatting. |
|--|--|

6. Administrative Information

| | |
|-----------------------|--|
| Timesheets | <p>The STEs 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"> • RA Manager • SIBE Programme Coordinator; and • SIBE Task Manager. |
| Travel approval forms | Travel arrangement for the STE will be handled by the consortium. |

7. Endorsement

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

ANNEXES TO TOR 0292/RA 2.4

ANNEX 1. Experts scoring grid

ANNEX 2: Botswana official holiday 2023/24 (non-working/fee days)

ANNEX 3: Gantt chart

ANNEX 4. Estimate budget

ANNEX 1.
Experts scoring grid

| Qualifications and Experience | Points* |
|--|------------|
| Qualifications and skills: | 20 |
| Post-graduate degree in a field related to the assignment such as Economics, Finance, Banking, Law or additional 10 years of related professional experience. | 10 |
| Excellent written and communication skills in English. | 5 |
| Excellent computer skills including knowledge of Microsoft Office packages such as PowerPoint and Microsoft Word. | 5 |
| General professional experience: | 30 |
| Minimum 10 years of professional experience in the area of financial sector and in particular cross-border payments. | 15 |
| Experience on project planning and coordination | 15 |
| Specific professional experience: | 50 |
| Minimum 5 years of professional experience in project coordination and financial services and in banking policy; | 15 |
| Knowledge of the issues and challenges in the SADC region in terms of payments, clearing and settlement. | 15 |
| Experience of working in a developing and/or emerging economy environment will be considered as an asset. | 10 |
| Knowledge of AML/CFT principles and exchange control policy will be an advantage. | 10 |
| Score | 100 |

ANNEX 2:
Botswana official holidays: 2023-2024

| Day | Date | Occasion |
|----------|---------------------------|------------------------------|
| Sunday | 1 January 2023 | New Year's Day |
| Monday | 2 January 2023 | Public Holiday |
| 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: Gantt Chart

| | Task Description | Duration (days) | Start Date | End Date | Week 1 | Week 2 | Week 3 | Week 4 | Week 5 | Week 6 | Week 7 | Week 8 | Week 9 | Week 10 | Week 11 | Week 12 | Week 13 | Week 14 | Week 15 | Week 16 | Week 17 | Week 18 | Week 19 | Week 20 | Week 21 | Week 22 | Week 23 | Week 24 | |
|---|--|-----------------|--------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--|
| 1 | Inception period | 10 | 5 June 2023 | 16 June 2023 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Data collection | 45 | 19 June 2023 | 18 Aug 2023 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Data analysis and submission of Report | 45 | 21 Aug 2023 | 20 Oct 2023 | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Translation | 25 | 23 Oct 2023 | 17 Nov 2023 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Validation Workshop | 10 | 20 Nov 2023 | 1 Dec 2023 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Submission of the final report | 10 | 4 Dec 2023 | 15 Dec 2023 | | | | | | | | | | | | | | | | | | | | | | | | | |

