



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

| <b>Terms of Reference (ToR) for Recruitment of Short-Term Expert (STE)</b> |   |
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| Title of Assignment:   | Consultancy services to review and upgrade the SADC Mobile Money Guidelines in order to advance the aspirations of the SADC Financial Inclusion agenda.   |
| Reference no.:   | ToR 0292/RA 3.2   |
| Activity Code:   | IN. 0292.3.2.4 “STE inputs”   |
| Responsible SADC SPO:  | Mr. Mário Lironel, Senior Programme Officer – Finance and Investment (Task Manager)   |
| Date of issue:   | 19 May 2023   |
| <b>1. Background</b>   |   |
| 1.1 Background SADC  | <p>The Southern African Development Community (SADC or the Community) was formed in 1980 as the “Southern African Development Co-operation Conference” (SADCC) by nine of the current Member States. On 17 August 1992 in Windhoek, Namibia, the SADCC was transformed into SADC with the signing of the SADC Declaration and Treaty. SADC currently has 16 Member States: Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Botswana, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia, and Zimbabwe. SADC has a combined population of approximately 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, including the Protocol on Finance and Investment (2006, which was amended in 2016); the Protocol on Trade</p> |

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|  | <p>(1996); the Protocol on Mining (1997); the Protocol on Trade in Services (2012); and the Protocol on Industry (2019).</p> <p>Through these protocols, SADC envisages to eliminate barriers to intra SADC trade, eliminate import and export duties, quantitative restrictions on exports and imports and all other non-tariff barriers to trade, and remove any obstacles to the free movement of labour, goods, and services.</p> <p>In particular, the Finance and Investment Protocol (FIP) intends to increase cooperation, coordination and management of macroeconomic, monetary, and fiscal policies and establishment of macroeconomic stability as a precondition to sustainable economic growth and for the creation of a monetary union in the Region. This would be achieved through coordination amongst central banks on investments and exchange controls, harmonization of legal and operational frameworks, facilitation of regional foreign direct investments, cooperation in regional and capital markets and establishment of a regional clearing and settlement system amongst others. The FIP is an important regional investment facilitation tool as it provides investors with the ability to, among other things, consider tax regimes in making their investment decisions.</p> <p>There are additional strategic documents that guide SADC’s activities towards regional integration including the Regional Indicative Strategic Development Plan (RISDP 2020-2030) which is underpinned by the SADC vision 2050, and set out the strategic objectives to be accomplished and the foundation of the integration.</p> <p>The RISDP outlines the need for promoting the development of sound investment policies in Member States, to improve the investment climate and enhance the levels of intra-SADC and foreign direct investment in the region. This objective is supported by a similar objective aimed at enhancing cooperation in taxation and related matters, including tax information sharing; capacity building for Tax Administrations; and to develop common approaches and policies to the application and treatment of tax incentives and negotiation of tax agreements. This is in recognition that investors, among other things, consider tax regimes in making their investment decisions. The RISDP also highlights the enhancement of monetary cooperation to reform the SADC banking system and harmonization of banking regulatory frameworks. Furthermore, development and strengthening of the financial and capital markets are critical to facilitate free movement of capital and mobilization of financial resources for the promotion of growth and development in the region.</p> <p>The Community is supported by the SADC Secretariat that is located in Gaborone, Botswana. SADC is a consensus-based organisation, and the Secretariat is the principal executive institution of SADC. For further information see <a href="http://www.SADC.int">www.SADC.int</a>.</p> |
| <p>1.2 Background – SIBE Programme</p> | <p>The Support to Improving the Investment and Business Environment (SIBE) Programme is a five-year Programme, implemented by the Finance, Investment and Customs (FIC) Directorate and financed to the tune of €14 million by the European Union (EU) under the 11<sup>th</sup> European Development</p>   |

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.

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

**The specific objective** of the SIBE Programme is to develop the region into a SADC investment zone, promoting intra-regional investment and foreign direct investment (FDI) in the SADC region, in particular for SMEs.

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

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

This result area covers the following main activities:

- i. Set-up a dialogue at regional level on improving investment and business environment in SADC;
- ii. Provide *ad-hoc* support to Member States in developing structured public-private dialogue mechanisms for improving investment and business environment in SADC;
- iii. Harmonise SADC Member States' investment and business environment related laws and regulations; and
- iv. Enhance the SADC tax regime in support of a conducive investment and business environment.

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

Under this Result area, the programme will assist in:

- i. developing financial markets in the SADC region
- ii. developing policies and strategies to address risks to financial stability at regional and national levels; and
- iii. strengthening the SADC Real Time Gross Settlement System (SADC-RTGS), the Committee of Insurance, the Securities and Non-Banking Authorities (CISNA), the Committee of SADC Stock Exchanges (CoSSE), the SADC Committee of Central Bank Governors (CCBG) and the SADC Banking Association (SADC BA).

**RA3 - Enhanced financial inclusion is supported**

This Result Area focuses on developing proper and specific action plans aimed at reducing costs of remittances and developing financial products for SMEs. SIBE will support the following main activities:

- i. Develop and implement National Financial Inclusion Strategies;

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

SADC region for effective participation in the SADC Industrialisation Strategy and Roadmap.

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

The Mobile Money Guidelines' objectives are defined as:

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

The adoption and use of Mobile Money has increased exponentially since adoption of the SADC Mobile Money Guidelines in 2016. Digital money has grown in line with technological advances and has evolved in many dimensions, thus necessitating a review and upgrade of the existing Mobile Money Guidelines to incorporate these new developments. The developments range from innovative advancements, regulatory changes, cost structure changes, the need to improve the safety and security of mobile money services, interoperability of services whilst at the same time dealing with ongoing challenges of data connectivity and access to electricity.

According to the Global System for Mobile Communications Association (GSMA) State of the Industry report on Mobile Money of 2021, mobile money adoption and activity continues upward trajectory with about 1.35

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|  | <p>billion registered accounts globally which is an 18% increase from last year. Of the 1.35 billion registered accounts 518 million of these accounts were active on a 90- day basis and 346 million on a 30-day basis, growing nearly 15 times and 13 times respectively since 2012. Mobile money has opened doors to remit money in a cheaper, safer, and faster way, as many see it as an alternative as they lack trust in the banking institutions whilst some cannot satisfy the documentary requirements for account opening.</p> <p>It is therefore, proposed that a review and upgrade of the Mobile Money Guidelines be undertaken to provide for the continued and effective deepening of financial inclusion in the face of new technological developments and to further facilitate the implementation of the SADC Strategy on Financial Inclusion and SME’s Access to Finance.</p> |
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**2. Description of the Assignment**

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| <p>2.1 Global objective</p>    | <p><b>The global objective</b> of the Assignment is to contribute to achieving sustainable and inclusive economic growth in the SADC region and to support job creation through inclusion of all players in the economy, particularly the previously excluded such as women, youth, and SMEs. This is also in support of the industrialisation agenda in the SADC region which foresees the enhancement of financial inclusion and SMEs Access to Finance at regional and national level.</p> <p>Financial Inclusion is an essential instrument for increasing production for small enterprises and eventually increasing household income. This is also essential to governments in meeting their developmental goals as well as expanding and improving the quality of financial inclusion, which is also one of the 2030 Sustainable Development Goals (SDGs).</p> <p>Individual Member States Strategies are designed to facilitate the growth of financial inclusion and are developed to:</p> <ul style="list-style-type: none"> <li>• establish a shared vision for the financial sector;</li> <li>• define guiding principles for the development of inclusive finance in each specific Member State;</li> <li>• stipulate the core elements needed to promote financial inclusion;</li> <li>• define the role of stakeholders in implementing the individual Member State strategies;</li> <li>• define strategic interventions and action plans; and</li> <li>• coordinate the activities of sectors during implementation.</li> </ul> |
| <p>2.2 Specific objectives</p> | <p><b>The specific objective</b> of the Assignment is to review and upgrade the existing SADC Guidelines on Mobile Money to ensure that they are current and relevant for the purpose they were designed for. Recent developments in the technology space requires that the current Guidelines be reviewed</p>   |

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|                               | <p>for alignment with the recent technological advancements. The Mobile Money Guidelines are intended to assist Member States with principles for the harmonisation of their legal and regulatory frameworks for Mobile Money in support of financial inclusion and market development in the SADC region.</p>  |
| <p>2.3 Requested services</p> | <p>In collaboration with the CCBG Payment Systems Project Office and relevant structures in Member States, the STE is expected to review the existing Guidelines on Mobile Money and ensure that activities specifically include, but will not be limited to the following:</p> <ul style="list-style-type: none"> <li>i. Undertake an evaluation of the existing Guidelines to assess status, relevance and fitness for purpose; in particular as it relates to <i>“Requirements for Licensing a Mobile Money Service Provider”</i>; <i>“Protection of Customer Funds”</i> and <i>“The Roles of the Stakeholders”</i> respectively, in relation to measures for monitoring of trust accounts; <i>“Financial integrity”</i>, including KYC (full/simplified), AML/CFT provisions and transaction limits; <i>“Technical Requirements”</i>, in relation to applicable international standards, and, risk and security issues associated with technology-based products (including IT/cybersecurity risk mitigation measures); <i>“Operational Requirements”</i> in relation to monthly reports; and E-KYC and digital onboarding;</li> <li>ii. Assess the state of regulation of Mobile Money in SADC Member States, in light of the implementation of the Central KYC Registries in Member States, recent FinTech developments and the Covid-19 pandemic;</li> <li>iii. Assess the relevance of supervision models, rules based or risk based for mobile money;</li> <li>iv. Undertake consultations with key financial inclusion stakeholders including regulators in SADC Member States to understand the financial inclusion landscape and scope for Mobile Money (categories of individuals using mobile money and main purpose);</li> <li>v. Undertake an assessment of the current state of Mobile Money usage in Member States including credit, savings, and investment;</li> <li>vi. Assess the savings agenda of mobile money in Member States as a means of improving financial inclusion;</li> <li>vii. Assess how (existence or non-existence) of data privacy laws limit/enhance data sharing which is required to develop products or policies;</li> <li>viii. Provide guidelines to the development of an institutional and implementation framework for mobile money wallets and payment of interest in Member States;</li> <li>ix. Pay particular attention to the data gaps with respect to mobile money usage in Member States, especially for SMEs, and propose ways of using existing data sources or developing new data</li> </ul> |

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|                  | <p>sources to facilitate the monitoring of mobile money usage and impact;</p> <ul style="list-style-type: none"> <li>x. Identify key digital financial services and instruments that promote mobile money usage for the SMEs and the previously excluded sectors of the economies in Member States;</li> <li>xi. Identify ways in digital products and processes that can accelerate the usage of Mobile Money to reach currently underserved and excluded sectors of the SADC population;</li> <li>xii. Provide capacity building to upskill relevant structures on the upgraded Guidelines, particularly on new technology and regulatory advancement.</li> <li>xiii. Facilitate a validation and capacity building workshop with relevant stakeholders in SADC to validate the updated guidelines.</li> <li>xiv. Based on the comments from the validation workshop, finalise the updated guidelines.</li> </ul> <p>The services will be delivered in five separate but interrelated Parts. It should be noted that the timings and locations below are indicative and may be subject to change.</p> <p><b>PART 1</b> – Inception and planning – for a total of <b>10 working days</b> in the Member State; or remotely in the Consultant’s home country.</p> <p><b>PART 2</b> – Official launch, data collection and field visit – for a total of <b>30 working days</b> remotely by and face-to-face arrangement during the engagement with key national stakeholders.</p> <p><b>PART 3</b> – Data analysis and submission of the Draft Report of the assignment in line with the requested services listed above – estimated at <b>30 working days</b> remotely by agreement.</p> <p><b>Part 4</b> – Facilitation of one regional capacity building and validation workshop of 2 days either virtual or hybrid – estimated at <b>10 working days</b>, including four (4) days planning and (4) days for reporting on the validation workshop.</p> <p><b>Part 5</b> – Finalisation of the Draft Report to incorporate issues raised during the workshop and brief final assignment report – estimated at <b>10 working days</b> remotely by agreement.</p> <p><b>Notes:</b> As all the parts of this Assignment are interconnected, it is essential that the STE endeavours to complete all the Parts of the assignment. The working days required are estimated and these may need to be adjusted in line with experience during the Assignment and in consultation with the Task Manager and SIBE Programme Coordinator, i.e., between the various parts. <b>However, the total maximum days of 90 will not be changed.</b></p> |
| 2.4 Deliverables | <p>The STE will provide the following deliverables:</p> <ul style="list-style-type: none"> <li>• <b>Inception Report:</b> a detailed workplan, timeframe and approach to undertake the assignment.</li> </ul>  |



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|                           | <ul style="list-style-type: none"> <li>• <b>Data Collection Report</b>; detailing the process and findings from the data collection;</li> <li>• <b>Draft updated SADC Mobile Money</b> Guidelines with Annexes reflecting the analysis of the data and information collected during desk review and detailing the result of the assignment;</li> <li>• <b>Capacity building and validation Workshop Report</b> where the findings from the data collection, data analysis and capacity building are presented to the relevant structures and any other relevant stakeholders identified by the SADC Secretariat.</li> <li>• <b>Final report</b>: final version of the <b>updated SADC Mobile Money</b> Guidelines covering, among others, issues raised during the workshop and comments from the SIBE Task Manager. The Final report should cover at least the following areas: <ul style="list-style-type: none"> <li>- Executive Summary;</li> <li>- Objectives;</li> <li>- Scope and Methodology;</li> <li>- Analysis and Findings;</li> <li>- Lessons Learned; and</li> <li>- Conclusions and Recommendations.</li> </ul> </li> </ul> <p><b>Note:</b> All deliverables will be the property of the SADC Secretariat</p> |
| <p>2.5<br/>Management</p> | <p>The STE will collaborate closely with the relevant structures in Member States, including Central banks that will be duly constituted for the purpose. S/he will report to and will be under the day-to-day supervision, the Task Manager/SADC SPO Finance and Investment and SIBE Programme Coordinator.</p>   |
| <p>2.6 Methodology</p>    | <p><b>PART 1: INCEPTION – 10 FEE DAYS</b></p> <p>This Part will begin with an inception and assimilation phase, including a virtual kick-off meeting for the Secretariat to brief the STE and to discuss the Assignment as a whole.</p> <p>During this phase, the STE is expected to become conversant with development policies and strategies at global, regional and national level, including among others, The SADC Mobile Money Guidelines, 2016, relevant national documents, the SADC Vision 2050 and RISDP 2020-2030; the SADC Industrialisation Strategy and Roadmap (2015-2063) and its Action Plan; the SADC Strategy for Financial Inclusion and SMEs Access to Finance and its Action Plan; the outcome of the review of the SADC Strategy for Financial Inclusion and SMEs Access to Finance and its Action Plan (2016-2021); the Strategic Focus Areas of Committee of Central Bank Governors (CCBG) pertaining to Financial Inclusion, Report of the Consultancy to identify priorities and develop timelines for the harmonisation of financial inclusion policy frameworks and build capacity of Member States in identified areas of financial inclusion and the Report</p>                              |

on consultancy to develop market conduct guidelines on financial consumer protection for SADC in line with international best practice.

The STE will complete a brief Inception Report including the methodology and work plan for the assignment and, with the aid of a PowerPoint presentation, present the report to the Secretariat.

**PART 2: DATA COLLECTION – 30 FEE Days**

This part will be focussed on data collection at regional level.

**PART 3: DRAFT REPORT OF THE ASSIGNMENT - 30 FEE DAYS**

During this Part, the STE will proceed with the analysis of the data and information collected during the previous phases.

The STE should produce a detailed and comprehensive Draft Report of the assignment (Updated Guideline). The detailed Draft Report should be consistent and aligned with the objectives and the requested services of the assignment.

**PART 4 – VALIDATION WORKSHOPS – 10 FEE Days**

During this Part, the STE will facilitate a virtual or hybrid validation workshop in the Member State where assignment is being undertaken, which will be attended by all relevant stakeholders. The cost related to the convening of the workshop (only conference package) will be the responsibility of the SADC Secretariat.

**PART 5 – FINAL REPORT – 10 FEE DAYS**

The STE will improve the Report by incorporating comments from the validation workshop and comments from Member States, 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 |
|--------------------------------------|--------|--------|--------|--------|--------|
| Up to 90 STE days                    | 10     | 30     | 30     | 10     | 10     |
| Up to 24 per diem days (approximate) | 0      | 18     | 3      | 3      | 0      |
| Regional travel                      | 0      | 8      | 1      | 1      | 0      |

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

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|  | The STE is expected to utilise his/her own laptop computer, internet, email, and cellular telephone for communication while executing the assignment.  |
| <b>3.2 Other related resources allocated from the SADC-SIBE budget</b> |  |
| Workshop budget  | The workshop will be held as part of work under <b>RA 3.2</b> funding.   |
| Translation of documents   | Any necessary translation of documents will be arranged by SADC secretariat separately.  |
| Interpretation   | Interpretation when/if necessary, will be arranged by SADC secretariat separately.   |
| <b>3.3. Expert profile</b>   |  |
| Qualifications and skills  | <ul style="list-style-type: none"> <li>• An advanced Degree (Masters or equivalent) in a field related to the assignment such as Economics, Finance, Banking, Law, or related area. A first-level university degree in combination with at least 10 years qualifying experience may be accepted in lieu of the advanced university degree.</li> <li>• Excellent drafting, communication, and reporting skills in English.</li> <li>• Excellent computer skills including knowledge of Microsoft Office packages such as Power Point and Microsoft Word.</li> </ul> |
| General professional experience  | <ul style="list-style-type: none"> <li>• Minimum 10 years of professional experience in Financial Sector Development, Policy, and Strategy in developing countries and/or emerging markets.</li> <li>• Experience in conducting evaluations and reviews of policy and strategic document, preferably in the area of financial inclusion.</li> </ul>  |
| Specific professional experience                                       | <ul style="list-style-type: none"> <li>• Minimum 8 years' experience in the mobile financial services space.</li> <li>• Good understanding of management and architecture of payment platforms including mobile or prepaid cards-based platforms.</li> <li>• Experience in developing legal and regulatory frameworks for financial sector development.</li> <li>• Knowledge of the issues and challenges of relevant Member State and the SADC regional financial inclusion space will be considered as an asset.</li> </ul>                                      |
| <b>4. Location duration and planning</b>                               |  |

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| 4.1 Location of work   | The Assignment will be carried out remotely by agreement.  |
| 4.2 Duration           | The indicative expected start date is <b>1 June 2023</b> .<br>The indicative expected end date is <b>4 October 2023</b> .  |
| 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.<br><br>Weekends are not normally considered as working days unless specifically requested and confirmed in advance in writing by the SADC Secretariat. However due to the timing of the validation events some weekend dates may, with prior SADC Secretariat authority, be utilised in Part 4.  |
| <b>5. Reporting</b>    |  |
| 5.1 Language           | The Assignment language and all reporting shall be in English.   |
| 5.2 Progress reporting | <p><b>Submission and approval procedure for Inception and Progress Reports</b></p> <p>All written reports shall be submitted in soft copy by email, with Arial font size 12, in a format provided by the Consortium to the STE and shall include deliverables as Annexes.</p> <p>The soft copy <b>must not</b> be in PDF format preventing formatting.</p> <p>All reports will first be submitted to the Programme Coordinator and Task Manager for initial review and onward submission to the designated senior official from the Member State for review and clearance. The reports will then be submitted to the Consortium for quality control through the Programme Coordinator; then they will be submitted to the RA manager for preliminary endorsement, who will then submit them to the SIBE Task Manager with recommendation for approval. Comments to the reports, if any, will be communicated in writing to the STE within 10 working days of receipt of each report.</p> <p><b>Part 1 - Inception Report and presentation</b></p> <p>The STE will complete an Inception Report and submit it by the end of Part 1. The Report will include a methodology for the Assignment.</p> <p>At the end of Part 1 the STE will make a brief PowerPoint presentation to the relevant structures in Member States and the Secretariat of the Inception Report.</p> <p><b>Note:</b> this presentation is a deliverable and should be annexed to the Inception Report. The STE will submit the Inception Report to the Programme Coordinator for initial review before submission to SADC Secretariat. Thereafter, the Coordinator will submit the Inception Report to the Consortium for quality assurance. The Consortium will formally</p> |

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|  | <p>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 or reasonable timeframe.</p> <p><b>Parts 2 &amp; 3 &amp; 4 – Progress Report</b></p> <p>At the End of Parts 2 &amp; 3 &amp; 4, the STE will submit progress reports within 2 working days at the end of each Part.</p>   |
| <p>5.3 End of Assignment Reporting</p> | <p><b>Part 5 - End of Assignment Report (EoAR) and presentation</b></p> <p>The STE will submit the EoAR for approval at the completion of the Assignment. The report shall be submitted in the format provided and will include the following:</p> <ul style="list-style-type: none"> <li>• An executive summary of the whole Assignment.</li> <li>• List of activities carried out during the Assignment.</li> <li>• Any recommendations for further support to the beneficiary.</li> <li>• As Annexes, all deliverables produced.</li> <li>• In addition to the report at the end of Part 5 the STE will make a PowerPoint presentation to the Secretariat of the EoAR on the last day of the assignment. The presentation is a deliverable and should be annexed to the EoAR.</li> </ul> <p><b>EoAR Submission and approval procedure:</b></p> <ul style="list-style-type: none"> <li>▪ After end of assignment, the EoAR will be submitted by email to the Consortium for quality control through the SIBE Programme Coordinator; then, it will be submitted to the RA manager for technical comment for the STE. Technical comments will be issued within 10 working days.</li> <li>▪ The STE shall address all the technical comments within 15 calendar days of receiving comments and submit the final EoAR to SADC for final technical and administrative approval. If no comments are issued by SADC within one month since submission, the EoAR will be deemed satisfactory.</li> <li>▪ Upon acceptance (or if the one-month period has elapsed since submission without comments being issued), the EoAR shall be submitted to the RA manager and the SIBE Task Manager for administrative approval.</li> <li>▪ The Assignment will not be considered to be complete until the approval of the SIBE Task Manager to the EoAR has been obtained.</li> <li>▪ The EoAR shall be delivered in soft copy. The soft copy shall include deliverables produced as annexes. The soft copy <b>must not</b> be in pdf format preventing formatting.</li> </ul> |

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| 5.4 Report quality, structure, formatting, and editing | <ul style="list-style-type: none"> <li>The STE is responsible for ensuring the quality of his/her reports using the templates and report structures provided or suggested by the LTEs or Programme Coordinator. It is expected that the STE will ensure that the reports are formatted properly and proof-read for grammatical, spelling, and other mistakes. While the reports will go through review by the LTEs and other members of the SIBE team, it is not expected that the reviewers will have to correct grammar, spelling, and formatting errors. If the STE does not have skills in this respect s/he is expected to seek the services of an editing expert at his/her own cost.</li> </ul> |
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**6. Administrative Information**

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| Time Sheets | The STE will complete a monthly timesheet according to the template provided, recording days worked.  |
|             | <p>Fees will be due only for working days recorded in timesheets that are countersigned by:</p> <ul style="list-style-type: none"> <li>- SIBE Programme Co-ordinator and Team Leader;</li> <li>- SIBE RA Manager;</li> <li>- The SIBE Task Manager;</li> </ul> <p>The monthly Timesheet should be accompanied by the monthly Progress Report, and both should be submitted by e-mail for review and approval.</p> |

**7. Endorsement**

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

## **ANNEXES TO ToR 0292/RA 3.2**

ANNEX 1: Experts scoring grid

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

ANNEX 3: Gantt chart

ANNEX 4: Estimated budget

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

| Qualifications and Experience STE  | Points     |
|--|------------|
| Qualifications and skills:   | 20         |
| An advanced Degree (Masters or equivalent) in a field related to the assignment such as Economics, Finance, Banking, Law or related area. A first-level university degree in combination with at least 10 years qualifying experience may be accepted in lieu of the advanced university degree. | 10         |
| Excellent drafting, communication, and reporting skills in English.  | 5          |
| Excellent computer skills including knowledge of Microsoft Office packages such as Power Point and Microsoft Word.   | 5          |
| General professional experience:   | 30         |
| Minimum 10 years of professional experience in Financial Sector Development, Policy, and Strategy in developing countries and/or emerging markets.   | 15         |
| Experience in conducting evaluations and reviews of policy and strategic document, preferably in financial inclusion.  | 15         |
| Specific professional experience:  | 50         |
| Minimum 8 years' experience in the mobile financial services space.  | 20         |
| Good understanding of management and architecture of payment platforms including mobile or prepaid cards-based platforms.  | 10         |
| Experience in developing legal and regulatory frameworks for financial sector development.   | 15         |
| Knowledge of the issues and challenges of relevant Member State and the SADC regional financial inclusion space will be considered as an asset.  | 5          |
| <b>Score</b>   | <b>100</b> |



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

| <b>Day</b> | <b>Date</b>                   | <b>Occasion</b>       |
|------------|-------------------------------|-----------------------|
| 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            |
|            | <b>Botswana holidays 2024</b> |                       |
| Monday     | 1 January 2024                | New Year's Day        |
| Friday     | 29 March 2024                 | Good Friday           |

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

**ANNEX 3: Indicative Gantt Chart**

|   | <b>Task Description</b>                | <b>Duration (days)</b> | <b>Start Date</b> | <b>End Date</b> | <b>Week 1</b> | <b>Week 2</b> | <b>Week 3</b> | <b>Week 4</b> | <b>Week 5</b> | <b>Week 6</b> | <b>Week 7</b> | <b>Week 8</b> | <b>Week 9</b> | <b>Week 10</b> | <b>Week 11</b> | <b>Week 12</b> | <b>Week 13</b> | <b>Week 14</b> | <b>Week 15</b> | <b>Week 16</b> | <b>Week 17</b> | <b>Week 18</b> |
|---|--|------------------------|-------------------|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 1 | Inception period                       | 10                     | 1 June            | 14 June         |               |               |               |               |               |               |               |               |               |                |                |                |                |                |                |                |                |                |
| 2 | Data collection                        | 30                     | 15 June           | 26 July         |               |               |               |               |               |               |               |               |               |                |                |                |                |                |                |                |                |                |
| 3 | Data analysis and submission of Report | 30                     | 27 July           | 6 Sept          |               |               |               |               |               |               |               |               |               |                |                |                |                |                |                |                |                |                |
| 4 | Validation Workshop                    | 10                     | 7 Sept            | 20 Sept         |               |               |               |               |               |               |               |               |               |                |                |                |                |                |                |                |                |                |
| 5 | Submission of the final report         | 10                     | 21 Sept           | 4 Oct           |               |               |               |               |               |               |               |               |               |                |                |                |                |                |                |                |                |                |

