

ANNEX A

TERMS OF REFERENCE FOR CONSULTANT TO PARTICIPATE IN THE 2nd UGANDA COUNTRY REVIEW MISSION

Description of the assignment: Lead Consultant for Corporate Governance for the Country Review of Uganda.

Period of assignment: the Services shall be provided within the period of 25 October 2017 and 30 November 2017 while the Country Review Mission is provisionally scheduled for 29 October to 13 November 2017.

I. BACKGROUND

1. The African Peer Review Mechanism (APRM) is a self-monitoring mechanism established in 2003 by Heads of State and Government, to which member states of the African Union voluntarily accede. Its purpose and mandate are spelt out in the Declaration on Democracy, Political, Economic and Corporate Governance adopted by the African Heads of State and Government at the inaugural Session of the Assembly of the African Union in Durban, South Africa, in 2002.
2. Uganda is one of the pioneer countries to accede to the APRM in March 2003 and to commence its implementation right away. When Uganda was peer-reviewed at the APR Forum meeting of 29th June 2008 in Sharm El Shiekh, Egypt, it was the seventh country to do so, the first six being Ghana, Rwanda, Kenya, South Africa, Algeria and Benin.
3. Today, Uganda takes its pioneering role to another level by being only the second participating State to undergo the second-round APRM review process, next only to Kenya.
4. In line with the APRM procedures, (AHG/235 (XXXVIII) Annex 2), Uganda has submitted its 2nd Country Self-Assessment Report in May 2017, signalling its readiness to undertake the second cycle review to assess the extent to which it has implemented its National Plan of Action (NPOA) addressing governance challenges highlighted in the 2008 Country Review Report and other emerging issues.
5. The 2nd Country Review Mission (CRM) for Uganda is provisionally scheduled for **29 October to 13 November 2017**. A number of critical documents providing background information on Uganda will be dispatched to you in due course.
6. The Secretariat is seeking to recruit highly qualified African Consultants (Independent Experts) to undertake the assessment for Corporate Governance for Uganda.
7. The selected independent consultant will be part of the Country Review Team, which will be comprised of the following:
 - Hon. Brigitte Sylvia Mabandla, the APR Panel Member leading the process;
 - The Country Review Coordinator and other designated officials from the APRM Secretariat; and

- Experts from strategic partners, i.e. the African Development Bank (AfDB), the UNDP Regional Bureau for Africa (UNDP), the United Nations Economic Commission for Africa (UNECA), the African Capacity Building Foundation (ACBF) and the Mo Ibrahim Foundation.

II. THE TASK

8. The consultants are expected to:
 - (i) Have an expert level understanding of the APRM Base Documents and the process and objectives of the peer review mechanism more generally;
 - (ii) Read documents developed for Uganda, in particular the Background Papers, the 2nd Country Self-Assessment Report;
 - (iii) Prepare the Issues Paper focusing on assigned thematic issues;
 - (iv) Participate in the country review mission and conduct an assessment of Uganda in the thematic area mentioned above;
 - (v) Capture the findings of the country review mission in the thematic area;
 - (vi) Lead the drafting of the Report by collating data and information on the specific thematic area;
 - (vii) Finalise the APRM Review Report of Uganda by incorporating comments and inputs received from all participants in the review process, including staff of the APRM Secretariat and the Panel.

9. High level understanding of the APRM documents and specific information developed for UGANDA.

The Consultant is expected to have an expert-level understanding of the APRM Base Documents, the Country Self-Assessment Questionnaire, and the Research Protocol and the country review process and specific thematic objectives. The consultant will also be provided with all documents on Uganda, including the Uganda 2nd Self-Assessment Report and the draft National Program of Action as well as the Issues Paper.

10. Drafting of Issues Paper

The Issues Paper serves to guide the Country Review Team during its assessment of the country. The consultant is expected to develop the Issues Paper for his/her thematic area, and use it during the Review Mission.

11. **Participation in the Country Review Mission: 29 October to 13 November 2017**

- a) The consultant will be expected to participate in the Country Review Visit, meet the various stakeholders in Kampala and in the counties (regions) and capture the unfolding of the visit.
- b) The consultant will be expected to capture and explore all the dimensions of the specific issues in his/her thematic area.
- c) The consultant will be expected to participate in breakaway sessions, bilateral meetings and similar engagements focusing on his/her specific issues and to keep a record of these sessions. This includes meetings in any of the districts and counties of Uganda as may be chosen for the purpose.
- d) The consultant may also be required to investigate further specific issues before, during or after the visit.

- e) Further, the consultant is required to participate in every briefing meeting of the team relating to the review. A briefing session will be held at the end of every day during the review mission and at any other times as may be decided by the Lead Panellist.
- f) The consultant will collate the data received from Team Members and draft the report for the assigned thematic section.

12. Drafting and Finalization of the Country Review Report: 14-17 November 2017

- a) Finalisation of the first draft of the Uganda Report will take place in Kampala from 14 to 17 November 2017, following the conclusion of the Country Review Mission.
- b) The draft report should be circulated to other Team members for comments, revision and finalization.
- c) The consultant will submit the draft Uganda Review Report to the Country Coordinator on 17th November 2017 before departure from Uganda.
- d) The consultant is required to work on the Report after the mission incorporating comments and inputs received from the Review Team and the APR Panel.
- e) The final decision to determine the quality of the draft report resides with the APR Panel of Eminent Persons.

III. FORMAT FOR DRAFTING OF THE COUNTRY REVIEW REPORT

13. The Second Review Report seeks to be more focussed and issue-driven than the initial Base Review Report. It will consist of:
- a) An introduction. This will include an overview of the process since the peer review in 2008, a brief summary of the main issues highlighted by the Base Review and progress made as well as the remaining challenges to address;
 - b) Thematic chapters analysing the thematic objectives;
 - c) Best Practices: if any, best practices are discussed in boxes.
 - d) Overarching or cross-cutting Issues that need special attention and efforts will be identified but discussed in a separate chapter.

IV. REPORTING

14. The Consultant reports to the Coordinator of the Country Review Mission and liaise with him on all issues pertaining to the conduct of the Mission and report writing.

V. DURATION OF ASSIGNMENT

15. The duration of the assignment will be between 25th October 2017 and 30th November 2017. The review mission will be made up of 20 days in the field as follows:
- **16** days for actual participation in the Country Review Mission in Uganda and;
 - **4** days for writing of the Country Review Report in Kampala. The consultant will provide substantive comments on the draft NPOA for his/her thematic areas/ chapters and propose relevant amendments if any for improvement thereof.

VI. DELIVERABLES

Task Number	Deliverable	Task Outline and Timeframe	Payment Milestone
1	Draft Country Review Report of Uganda.	<ul style="list-style-type: none"> • Read background documents on Uganda and Research Protocol • Prepare the Issues Papers • Participate in the 16 day Country Review Mission • Finalise draft report for the respective thematic chapter within the 4-days report writing session • Submit a draft Country Review Report. • Submit comments on the draft National Programme of Action (NPOA) 	50 per cent
2	Final draft of the Country Review Report of Uganda	Revision of the Draft CRR incorporating APRM Secretariat and Panel's comments and submission of the final draft by 30 November 2017.	50 per cent

VII. REMUNERATION

16. The Consultant will be paid a fixed lump sum of **USD 9,000.00** (nine thousand United States Dollars only) is for the assignment. The APRM Secretariat will also bear costs of a return air ticket (class economy) and provide DSA at standard UN rates for the country.
17. The DSA will be paid on arrival in Uganda.
18. Payment of the fees will be made only after satisfactory delivery of the report and acceptance of same by the APR Panel.
19. The consultant will be covered under the terms of the APRM business travel insurance policy as underwritten by AIG South Africa Ltd.
20. A contract will be sent to the selected candidate for their signature after they have accepted these Terms of Reference.

VII. Qualifications & Experience:

<p>Qualifications & Experience:</p> <ul style="list-style-type: none"> • Education: PhD in Political Science, Public Administration, Economics, Finance, International Relations, Law or related fields. A Master's degree with experience in a field relevant to the specific thematic area of interest will also be considered. • Experience: <ul style="list-style-type: none"> ○ Have at least eight years of progressively responsible experience relevant to the specific thematic area; ○ Demonstrated ability for teamwork as well as the ability to work independently; ○ Extensive knowledge of the African Union and its institutions as well as the overall objectives and operational tools of the APRM; ○ Knowledge of the particular developmental issues of Africa; ○ A record of published research relevant to governance in general and the specific thematic area; and ○ Ability to deliver high quality outputs within tight deadlines • Language: ability to write in English at expert level is essential.
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VII. EVALUATION CRITERIA

Criteria	Max. Point
<i>Technical</i>	
Qualifications • <i>Minimum Masters Level qualification in the relevant field</i>	10
Work experience in related field: • <i>Eight years of relevant professional experience after a PhD Degree or 12 years after a Master's Degree</i>	30
APRM Experience in the relevant thematic area	5
Research and Publications • <i>Record of research and publications relevant to the thematic area</i>	40
Project Management • <i>Experience in managing projects/work plans</i>	15
Total Technical	100 %