

# REQUEST FOR QUOTATION

## CONSULTANCY TO DEVELOP A PAPER ON 13 BOTTLENECKS FACING AFRICA

The African Peer Review Mechanism (APRM) is a voluntary self-assessment tool instituted by African Heads of State in 2003. The mechanism is designed to promote better governance across four thematic areas: Democracy and Political Governance, Corporate Governance, Economic Governance and Management, and Socio-economic Development.

APRM would like to appoint Research Institution to Develop a Paper on 13 Bottlenecks Facing Africa.

### TERMS OF REFERENCES

**Country: South Africa**

**Duty station:** At the Research Institution, and will be required to physically consult and work closely with APRM Secretariat in Johannesburg.

**Description of the assignment:** Consultancy –Develop a Paper on 13 Bottlenecks Facing Africa.

**Period of assignment/services:** for work to be undertaken between 10 October 2016 to 03 February 2017, where the Research Institution: (i) drafts a paper on 13 Bottlenecks facing Africa; (ii) Participates in APRM meetings where the paper will be discussed; and (iii) Develops the revised paper immediately after each of the meetings where the paper is discussed.

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## 1. BACKGROUND

The African Peer Review Mechanism (APRM) is a self-monitoring mechanism to encourage the adoption of policies, standards and practices that lead to political stability, high economic growth, sustainable development and accelerated regional economic integration through the exchange of experiences and reinforcement of best practices including identifying deficiencies and assessing the needs for capacity building of the participating countries. To date thirty-five Member States of the African Union have voluntarily acceded to the APRM.

The APRM is Africa's most innovative and ambitious initiative on governance that was launched in 2003. As a voluntary mechanism for self- and peer-assessment of governance policies and practices on the Continent, 35 countries currently participate as members of the Mechanism, 17 of which have completed peer reviews, while others are at different stages towards it. Most of the countries that have been reviewed have taken actions on the bases of recommendations and their respective national programmes of action, while a few from this group are already preparing for their second reviews.

Thirteen years since its launch, therefore, the APRM clearly has registered significant strides but it has also faced enormous challenges. Especially over the past four or so years, the level of activity had shown significant decline, the capacity of the Continental Secretariat weakened, the level of financial contribution by participating countries dwindled, and the overall presence and visibility of the APRM at the national and continental levels diminished.

Today, the prospects of the APRM are changing. As demonstrated in the appointment of a new Chief Executive Officer (CEO) in January 2016, the participating countries in general and the Chairperson of the APR Forum, President Uhuru Kenyatta, in particular, are determined to ensure that the APRM returns to its days of glory and remains the paramount tool for the continuing enhancement of governance across the continent.

## **2. CONSULTANCY OBJECTIVES**

The objective of the APRM in-house consultancy is for the consultant to work closely with the CEO and staff of the APRM Secretariat to prepare a paper discussing 13 key bottlenecks facing Africa: (i) Ideological disorientation; (ii) Interference with the private sector; (iii) Under-developed infrastructure; (iv) Weak states, especially weak institutions such as the Army, Police, etc.; (v) Fragmented markets, market access and expansion; (vi) Lack of industrialization and low value addition; (vii) Under-development of human resources; (viii) Under-development of agriculture; (ix) Under-development of the services sector; (x) Attacks on democracy and governance; (xi) A Non-responsive civil service. (xii) Lack of Domestic Resource Mobilization, with a focus on the Fiscal Revenue generated from the Continent's Natural Resources; and (xiii) Structural inequalities in access to opportunities. The paper will be an audit and analysis of all Thirteen Bottlenecks in APRM-participating states, and must be informed by perspectives on the African Union Agenda 2063.

The Consultant will have responsibility for presenting, debating, refining and validating the paper, including attendance at two sets of APRM validation meetings, (i) Meetings scheduled for 18-24 November 2016 in Cape Town, South Africa; and (ii) Meetings scheduled for January 2017 in Addis Ababa, Ethiopia. The Consultant will facilitate the meetings where the paper will be discussed, and will draft, seek participant input and consolidate all input to the paper. The final paper will capture and succinctly articulate the final consensus that emerges on the paper.

## **3. SCOPE OF WORK, TIME FRAME AND DELIVERABLES**

### **3.1 SCOPE OF WORK**

The Consultant is expected to:

- Conduct a study of the 13 Bottlenecks Facing Africa using an online questionnaire and desk research;
- Lead and coordinate data collection and analysis;
- Produce the study report
- Participate in the Meetings where the study will be discussed; and
- Capture the core components of any new ideas, comments and suggested and/or agreed points presented during the meeting to further refine the final report.

### 3.2 TIME FRAME

The time frame for the assignment from 10<sup>th</sup> October, 2016 to 3<sup>rd</sup> February, 2017 in accordance with the deliverables as enumerated below:

### 3.3 DELIVERABLE SCHEDULE

<b>Task Number</b>	<b>Deliverable</b>	<b>Payment Schedule (Payment will be made after acceptance of the paper)</b>	<b>Task Outline and Timeframe</b>
1	Develop a concept paper	5%	Producing the Outline of the paper for submission on 14 October 2016
1	First draft	25%	Producing the first Draft of the paper for submission on 31 October 2016.
2	Second draft	20%	Producing the second Draft of the paper, after peer review at APRM secretariat and Strategic Partner Institutions. The second draft is to be submitted on 11 November 2016.
3	Third draft	20%	Producing the third Draft of the paper, after consultations at APRM November meetings. The third draft is to be submitted on 30 November 2016.
4	Final paper	30%	Producing the final paper after consultations at APRM January 2017 meetings. The final draft is to be submitted on 03 February 2017.

## **4. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**

### **Qualifications & Experience:**

- Education: minimum Master's degree in governance related fields with at least ten years relevant experience or a PhD level qualification with minimum seven years' experience.
- Experience:
  - Have expert level understanding of the APRM and its constitutive and operational documents and practices;
  - Be a leading authority, demonstrated by high-quality publications and experience, in the field of governance in general and the major contemporary challenges facing Africa in particular;
  - Knowledge of current trends and best practices in development issues and in particular internationally accepted governance codes and standards;
  - Demonstrate excellent analytical and drafting skills;

- Have full knowledge of office-based computer applications, including internet navigation and Microsoft Office.
- Language: The applicant must have expert level writing skills in English or French.

## 5. EVALUATION CRITERIA

<i>Criteria</i>	<i>Max. Point</i>
<i>The person to conduct this study should have the following</i>	
<u><i>Technical</i></u>	
<b><i>Qualifications</i></b> <ul style="list-style-type: none"> <li>• <i>Minimum Masters Level in a governance-related field</i></li> </ul>	<i>10</i>
<b><i>Relevant Expertise and Experience in Governance-related field</i></b> <ul style="list-style-type: none"> <li>• <i>Knowledge and experience in the field of governance in general and in particular, African governance challenges.</i></li> </ul>	<i>40</i>
<b><i>Publications and Writing Skills</i></b> <i>Demonstrated ability to write to a very high standard. Reference to high quality Publications and Research i.e. such as those in academic journals.</i>	<i>40</i>
<b><i>Project Management</i></b> <ul style="list-style-type: none"> <li>• <i>Experience in managing projects, meetings, teams</i></li> </ul>	<i>10%</i>
<i>Total Technical</i>	<i>100 %</i>

## 6. REMUNERATION

The Research Institution is requested to quote for the Consultancy.

The amount quoted does not include costs related to the Research Institution's travel requirements to present the paper as indicated in this TOR; accommodation, and related to the costs of economy class tickets, hotel accommodation in the TOR, such costs shall be covered by APRM Secretariat separately on the basis of economy class travel and AU rules relating to daily subsistence allowance.

APRM will not cover costs of physical consultation and working closely with APRM Secretariat in Johannesburg.

**Closing date: 2 October 2016**

**Please note that submissions received after the closing date will not be accepted.  
Please submit the quotes electronically at tender @aprm-au.org**

