



COUNTRY BACKGROUND PAPER DRAFTING

TERMS OF REFERENCE

21 February

2017

Issuing Authority:	APRM Continental Secretariat, Midrand, South Africa
Duty Station:	Consultant's Country of Residence
Description:	Consultancy – Writing of Background Paper on Liberia – Corporate Governance
Period of Assignment:	27 February - 7 March 2017

1. BACKGROUND

The 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 proceeds in five phases:

Phase 1 is a preparatory step at both the national and continental level. During this phase, the national Focal Point establishes the National Governance Commission (NGC) and the sensitisation and awareness campaign begins. Once these prerequisites are in place, the country commences the national self-assessment stage. During this stage, the country is also required to develop a Preliminary National Program of Action (NPOA) to address existing capacity constraints. On its part, the continental APR Secretariat compiles basic information on the country called the *Background Paper* that is used to augment, compare and contrast with the national self-assessment that the country prepares. These three (3) documents namely (i) the self-assessment report on governance, (ii) the preliminary NPOA and (iii) the background paper constitute the basis key issues paper that will be prepared ahead of the country review mission.

The Country Review Mission marks Phase 2 of the process.

Phase 3 is the preparation of the country review report by the review mission that visits the country.

Phase 4 is the submission of the report of the country review mission to the continental APRM Secretariat and the APR Panel for deliberation and recommendations. The Panel submits the country review report and recommendations to the Forum of Heads of State for action. Phase 4 ends with Chairman of the Forum communicating the decisions of Heads of State and Government of the country under peer review.

Phase 5, which is the final stage of the APRM process, involves making public the country review report and actions relating thereto.

The APRM Secretariat therefore seeks assistance in developing the Background Paper on the Republic of Liberia for the Corporate Governance thematic area. We expect the selected consultant to identify the main "issues" relevant to the field emerging from the research. Best practices identified in this area should also be highlighted.

2. OBJECTIVES OF THE BACKGROUND PAPER ON CORPORATE GOVERNANCE

In writing the Background Paper, the Consultant shall follow and be guided by the objectives of the Corporate Governance (CG) thematic area, and will raise all relevant issues under each of the objectives.

The specific objectives for CG are:

1. Promoting an Enabling Environment and Effective Regulatory Framework for Business organisations and other entities
2. Ensuring Effective Leadership and Accountability of Organisations
3. Ensuring Ethical Conduct Within Organisations
4. Ensuring that Organisations Treat Stakeholders Fairly and Equitably
5. Ensuring that Organizations Act as Good Corporate Citizens

3. SCOPE OF WORK, DELIVERABLES AND TIME FRAME

Scope of Work

Under the supervision of the CEO of the APR Secretariat or his delegates, the Consultant will render the following services:

1. Develop an outline of the background paper indicating the issues to be covered for the specific objectives in this area one week of after the start of the consultancy, and submit this outline to the APRM Secretariat for comment;
2. Compile and collect the information necessary to develop the Background Paper for each of the five specific objectives of CG;
 - For each objective, all the data available and sources used must be specified to allow for an overall perspective and verification of information;
 - Data must have proper citations on the source of information and must be of quality, and relevant to the topic in discussion.

- Questions that arise as a result of the research, and require further exploration by members of the review team should be highlighted.
 - The paper should be analytical rather than descriptive.
 - Tables can be used to highlight areas of good practice and gaps requiring more study by the review mission.
 - Tables and figures should be subtitled and sequentially numbered.
 - Use the foot of each page for citations and other supplementary information (author, title, date, page numbering) that is tangential to the topic under discussion on the main page.
 - Bibliography - provide a complete listing in the Harvard style.
3. Provide an Executive Summary of 5-10 pages with conclusions on the nature of issues discovered and the status of governance in the country in the thematic field. The Executive Summary should conclude with a bullet point summary of the main strengths and challenges of governance in the thematic area.
 4. Submit the draft of the Background Paper to the APRM Secretariat on the agreed date.
 5. If it is necessary, revise and edit the background paper to reflect comments from the APR Panel, Secretariat, and other collaborators.

Deliverables

1. The Background Paper including full disclosure of sources and citations and a full bibliography as mentioned under the scope of work ;
2. An Executive Summary for the background paper
3. A short paper indicating the main areas requiring further exploration by the members of the country review mission.

Time Frame

1. The consultancy will take place between 16 February and 7 March 2016.
2. The outline of work to be done must be sent at the latest by 23 February 2016.
3. The first draft of the Background Paper must be sent to the Secretariat at the latest by 29 February 2016.
4. The final background paper, Executive Summary and short paper on areas requiring further exploration must be completed and sent at the latest by 7 March 2016.

4. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

- Education: PhD in Business Administration/Economics/Management/Corporate Law, or related fields. A Master's degree with experience in Corporate Governance will also be considered.
- Experience:
 - Have at least 10 years progressively responsible experience in private sector development and/or corporate governance in various capacities;
 - Demonstrate effective ability for teamwork, as well as the ability to work independently;
 - Extensive knowledge of the Constitutive Act of the African Union as well as the overall objectives of the APRM, particularly in the thematic area of Corporate Governance and its interactions with the other areas;
 - Broad knowledge of international relations, economic issues, accounting practices and standards, development issues in Africa and in general global terms
 - Understanding of Africa-focused programs of Development Finance Institutions (e.g. Bretton Woods institutions, UN Agencies etc.) and other developmental partners

- Have knowledge of Liberia
 - Have produced publications or research relevant to Corporate Governance
 - Have project management experience and able to respect deadlines
- Language: The applicant must be able to communicate and write in French. Knowledge of English or other AU languages may be an added advantage

5. EVALUATION CRITERIA

Criteria	Max. Point
<u>Technical</u>	
Qualifications <ul style="list-style-type: none"> ● Minimum Masters Level in thematic area 	10
Experience in Governance/Socio-economic development	30
APRM Experience in the Corporate Governance Thematic Area	10
Country Knowledge <ul style="list-style-type: none"> ● Knowledge of Liberia ● Field experience in Liberia 	20
Publications and Research Experience <ul style="list-style-type: none"> ● Publications and research writing in area of expertise ● Publications and research in area of expertise on Liberia 	20
Project Management <ul style="list-style-type: none"> ● Experience in managing projects/work plans 	10
<i>Total Technical</i>	100 %

6. REMUNERATION

A lump sum of USD 3500 is allocated for this assignment.

