



African Peer Review Mechanism

Africa's Self Assessment for Good Governance

TERMS OF REFERENCE

15 March 2016

Country: South Africa

Duty station: Home base and Senegal

**Description of the assignment: Consultancy – Review Mission Team Leader – Corporate Governance
Thematic Area**

Period of assignment/services: Take part in the APRM Review Mission to Senegal including (i) preparatory work, (ii) participation in the review mission from 11 to 27 April 2016 and (iii) 3 days post review work, at the place of habitual residence

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.

In the remaining sections of this Terms of Reference, please note that “thematic area” refers to the APRM thematic area of Corporate Governance.

2. OBJECTIVES OF THE REVIEW MISSION AND THE CONSULTANCY

These are the Terms of Reference for the Independent Experts participating in the APRM Country Review Mission (CRM) to Senegal scheduled for 11 to 27 April 2016.

The specific Objectives of the CRM are to visit Senegal and carry out the widest possible range of consultations with the Government officials, officials, political parties, parliamentarians, academia, trade unions, faith based organizations, business, professional bodies and others.

The CRM is comprised of the following:

- the APR Panel Member leading the process;
- Designated officials from the APR Secretariat;
- Experts from strategic partners including the African Development Bank (AfDB), the UNDP Regional Bureau for Africa and the United Nations Economic Commission for Africa (UNECA); and
- Independent experts for each thematic area (Democracy and Good Political Governance, Economic Governance and Management, Corporate Governance and Socio-Economic Development).

The CG independent expert/mission consultant is to contribute to and work on the following specific objectives:

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

The thematic team leaders are expected to:

- Lead and coordinate deliberations and drafting the country review report section for the thematic area
- Familiarise themselves with the APRM documents and specific information developed for Senegal, in particular the Background Paper, the Self-assessment report; and the draft Programme of Action;
- Draft a set of Key Issues in the thematic area as emerging from the above documents;
- Participate in the country review visit;
- Capture the unfolding of the country review visit as necessary and draft a summary of findings relating to their thematic area;
- Draft the review report for Senegal for their specific thematic group
- Contribute to the drafting and finalization of the APRM Country Review Report for Senegal.

MISSION CONSULTANT DELIVERABLES

1.0 Familiarization with the APRM documents and specific information developed for Senegal.

- The Expert is expected to familiarize himself/herself with the Base Documents of the APRM and the APR Questionnaire.
- The expert will also be provided with the Background Paper on Senegal and copies of the Country self-assessment and draft National Programme of Action as necessary.

2.0 Identification of the Issues

a) **Identification of the Issues** should be informed by the following:

- Issues addressed in the Self-Assessment but needing reinforcement
- Issues that have been understated or inadequately addressed
- Issues that have been identified in the past but continue to have serious implementation problems
- Issues missed completely in the self-assessment report.
- Areas of discrepancy or divergence (from cross-checking with the Background paper).

b) **The structure** should follow the Objectives under each of the APRM thematic areas as outlined in the APRM Questionnaire. Cross-cutting or issues of an overarching nature have to be separately addressed.

c) **The Beneficiaries** of the final Issues Paper are the following:

- The APRM Secretariat

- The APRM Panel
- The Country undergoing the assessment , if necessary

d) **Prioritization of Issues:** Some effort should be made to prioritize the issues, and this may be aided by perusing the draft Programme of Action.

3.0 Participation and Rapporteurship of the Senegal Country Review Visit

- a) The expert will be expected to participate in the country review visit and capture the unfolding of the visit, which will inform the final country report.
- b) The expert will be expected to capture and explore the specific issues that have been identified in his/her thematic area and to feed this into his/her section of the final country report.
- c) The expert will be expected to participate in breakaway sessions or bilateral meetings focusing on his/her specific thematic area and to keep a record of these sessions. This may include meetings and workshops outside of the capital.
- d) The expert may also be required to investigate further specific issues for the thematic area either before, during or after the visit.
- e) Further, the expert 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.

4.0 Incorporating the Unfolding and Outcome of the Country Review Visit to the Report;

- a) Following the conclusion of the review visit, the expert will incorporate the relevant details of the unfolding and outcome of the country review visit to the report. This section of the report should be circulated to the members of the team for comment, revision and finalization.

5.0 Finalization of the Country Review Report

- a) The Thematic Team Leader is then required to finalize his/her thematic section of the country review report based on comments or input received from the team and the APR Panel. The Team Leader will ensure that correct feedback is given to thematic team members, and will incorporate all team member changes in the final draft for the thematic section.
- b) The thematic section of the report is to be satisfactory and acceptable to the APR Panel.

6.0. Format for drafting the Country Review Report

6.1 A standard template for all country reports is necessary to ensure comparability. The beneficiaries of the report are: Senegal, the APR Forum, Global partners, the public, etc.

6.2 The content of the Report should be sufficiently comprehensive as the end-users, the Heads of States and Government, would not have to review related documents. In particular the Report should encompass a synthesis of the entire process (i.e. from accession stage to completion), and the substance of the thematic findings (flowing along thematic lines and by objectives and recommendations). An executive summary of about 10 to 15 pages should be included in the report.

6.3 The report shall provide Senegal's position with regard to the Standards and Codes, as well as the Objectives of the APRM under each thematic area.

6.4 Each report will follow this format:

a) Standards and Codes

- Status as observed from the Background Information (per Standard or Code).
- An overview of the reporting in the self-assessment, capturing any further supplemental or divergent information.
- The findings of the review team with regard to the issues identified under the Standards and Codes.
- Recommendations and suggested action steps.

b) Objectives: The report will then go on to elaborate on each of the Objectives, following the above format.

- a) Over-arching or cross-cutting issues should be captured in a separate section at the end of the report.
- b) In addition, the Expert will be required to draft an Executive Summary for his/her thematic area, providing a synopsis of the report in the foregoing format.

7.0 Division of Labour

Each thematic team leader is principally expected to draft a report for his thematic area, and to supervise the work of all review mission participants working within his/her thematic area. The Team leader is expected to contribute and/or supervise the consolidation and collation of the overall report as necessary. It is imperative that the team leader takes note of all details pertaining to the events and work of the mission that he/she took part in.

TIME FRAME

The time frame for the assignment will be **27 days**, distributed as follows:

- **TWO DAYS (2)** prior to the mission for familiarization with the background documents and drafting the Issues Paper for his/her thematic area.
- **SEVENTEEN (17)** days for actual participation in the Country Review Mission from 11 to 27 April 2016;
- **THREE DAYS (3)** days post review period, at the place of habitual residence, for finalizing the thematic section of the report and incorporating any Panel comments;
- **FIVE Days (5)** revising the first draft of the thematic section report at a meeting of team leaders, APRM Secretariat coordinators and the Lead Panel member for Senegal.

Deliverable schedule

Task Number	Deliverable	Task Outline and Timeframe
1	Issues Paper	Draft a set of Key Issues in the thematic area, for submission on 8 April 2016.
2	Zero Draft of thematic section of Country Review Report.	Participation in the 17 day review mission and submission of zero draft report for thematic area, incorporating all sections submitted by mission participants for the thematic section by 26 April 2016

3	Draft 1 of thematic section	Revision of thematic section of the zero draft report incorporating Panel and APRM Secretariat comments and revisions to objectives or parts thereof, within the thematic area, made by mission consultants and other mission participants. The task to be completed over 3 days. The deadline for this task will be agreed to with the APR Secretariat. Thematic team leaders will also lead in drafting sections of the cross-cutting issues chapter or other sections of the report.
4	Draft 2 of thematic section	Revision of draft 1 of the report over 5 days at the APRM Secretariat premises, incorporating Panel and APRM Secretariat comments. Also to provide feedback to the Government of Senegal on the changes needed for the preliminary National Programme of Action (NPOA). The deadline for this task will be agreed to with the APR Secretariat

4. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

<p>Qualifications & Experience:</p> <ul style="list-style-type: none"> • Education: Master’s level degree in Business Administration/Economics, or related fields with at least ten years of experience. • Experience: <ul style="list-style-type: none"> ○ 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 Senegal
- Have produced publications or research relevant to Corporate Governance
- Have project management experience and able to respect deadlines
- Experience leading a team
- Experience in an APRM country review mission
- 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
<i>Technical</i>	
Qualifications <ul style="list-style-type: none"> ● Minimum Masters Level in thematic theme sought 	10
Experience in Corporate Governance or a related field	20
Prior APRM experience , especially in the Corporate Governance thematic area	10
Country Knowledge <ul style="list-style-type: none"> ● Work or other experience in Senegal 	10
Publications and Research Experience <ul style="list-style-type: none"> ● Publications and research writing in area of expertise 	20
Project Management <ul style="list-style-type: none"> ● Experience in managing projects/work plans and teams 	20
APRM Country Review Mission experience	10
<i>Total Technical</i>	100 %

6. REMUNERATION

The Team Leader will be remunerated at a rate of USD 550 per day for 27 days.

7. SUBMISSION OF APPLICATIONS

Deadline for submission of CVs: 29 March 2016 by Close of Business
Consultants are allowed to apply for one thematic area only.

Submission of CVs: CVs may be emailed to the address below:

Attn: Procurement Officer

African Peer Review Mechanism Secretariat (APRM)
230, 15th Road Randjiespark
MIDRAND, REPUBLIC OF SOUTH AFRICA
Tel +27 100012685

Email: tender@aprm-au.org