



African Peer Review Mechanism Secretariat (APRM)  
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**REQUEST FOR EXPRESSIONS OF INTEREST  
EOI 7/2018: TARGETED REVIEW,  
INDIVIDUAL INTERNATIONAL CONSULTANT ON  
“YOUTH UNEMPLOYMENT IN NAMIBIA”**

*SOUTH AFRICA*

***AFRICAN PEER REVIEW MECHANISM***

Public Sector-Governance

Project ID No.: NT12192

The African Peer Review Mechanism would like to recruit one (1) experienced International Consultant to undertake the assessment of Targeted Review on the theme, “Youth Unemployment in Namibia”. The assignment includes the following:

In consultation with relevant staff of the APRM Secretariat and other stakeholders, prepare and submit a 50 page report a week after the completion of the field review mission. If it is necessary, revise and edit the report to reflect comments from the APR Panel, Secretariat, and other collaborators. The report shall include the following:

- i) An Executive Summary of 5 pages with conclusions on the nature of issues discovered and the status of the theme under investigation. The Executive Summary should conclude with a summary of the main strengths and challenges Namibia faces in this area;
- ii) A short paper indicating the main areas requiring further exploration by the members of the Targeted Review mission; and
- iii) A full disclosure of sources and citations and a full bibliography as mentioned under the scope of work.

The Consultancy is scheduled to commence in the **second week of November 2019**.

The Consultant should have one of the following education profiles:

- A PhD in Labour Economics, Political Science, Social Sciences or in Business Administration and Management, or related fields with a minimum of seven (07) years' relevant experience **or**;
- A Masters' degree in Labour Economics, Political Science, Social Sciences or in Business Administration and Management, or related fields with a minimum of ten (10) years' relevant experience.

The APRM now invites eligible consultants to indicate their interest in providing these services. Interested consultants must provide information indicating that they are qualified to perform the services and submit their curriculum vitae with information on education, experience, expertise, skills and former positions capability pertinent to the items related to the REOI.

Eligibility criteria, establishment of the short-list and the selection procedure shall be in accordance with the AU/APRM v2 dated July 2016.

Interested consultants may obtain further information at the address below.

Expressions of interest must be submitted by email or physically to the address below by **11<sup>th</sup> of November 2019 at 1700hrs**. Submissions to be titled: **"Expressions of Interest for Targeted Review, Individual International Consultant on "Youth unemployment in Namibia"**

*Procurement office  
African Peer Review Mechanism*

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## TERMS OF REFERENCE

### TARGETED REVIEW INDIVIDUAL INTERNATIONAL CONSULTANT ON “YOUTH UNEMPLOYMENT IN NAMIBIA”

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**Targeted Review Mission:** Namibia

**Description of the Assignment:** Targeted Review on Youth unemployment in Namibia

**Period of Assignment:** November to December 2019

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#### 1.0 BACKGROUND

The African Peer Review Mechanism (APRM) was established in 2003 by the African Union Heads of State and Government with the primary purpose of fostering practices that lead to political stability, high economic growth, sustainable and inclusive development, as well as accelerated regional and continental integration. It seeks to rectify underlying deficiencies in governance and socioeconomic development processes among member states of the African Union. The APRM covers four thematic areas: (i) Democracy and political governance; (ii) Economic management and governance; (iii) Corporate governance; and (iv) Socio-economic development. Participating countries go through detailed review processes (including consultations with government, the private sector, civil society and other stakeholders), culminating in a peer review exercise at the level of Heads of State and Government.

Annex 3 to this ToR presents details of the APRM structures and review processes. A key feature of the APRM is that it is home grown. This, as well as its voluntary nature, are important in buttressing and consolidating Africa's ownership of its development agenda. As an assessment and monitoring tool, the APRM can also help to track progress towards meeting regional and international development aspirations and commitments including AU's Agenda 2063 and the Sustainable Development Goals (SDGs). The African Union and the Heads of State and Government are cognizant of this and in January 2017 expanded the mandate of the Mechanism from the core reviews to a monitoring and evaluation role of the African Union Agenda 2063 and the SDGs. This is a reflection of the confidence reposed in the Mechanism and will contribute to the universalization of the APRM where all AU member-states will become members of the APRM.

## **Description of the Project**

On 28<sup>th</sup> March 2018, the Board of Directors of the African Development Bank approved the APRM Institutional Support Project. The project will help strengthen the APRM and contribute to the delivery of its mandate. It will support the implementation of the 2016-2020 Strategic Plan and reposition the APRM as an instrument for monitoring AU Agenda 2063 and the SDGs. Apart from addressing the immediate challenges faced by the Mechanism, the grant will help in the review and refinement of the APRM tools and processes, to ensure that the Mechanism remains relevant in a rapidly changing world and is also able to take on board the expanded mandate and expectations of member countries. In this regard, the project is expected to support the refinement of the APRM Methodology and Processes, including the revision of the questionnaire and development of indicators for the expanded mandate and reinforcement of modalities for ensuring the implementation of the National Programme of Action that emerges from the reviews and tracking progress over time through a well-articulated M & E Framework. The project will also help the Mechanism to undertake research and diagnostic works and to develop a repository of knowledge in the form of a knowledge hub, targeting policy makers, academia, the private sector and civil society, among others.

In order to come up with effective solutions to particular African problems, the Base Document of the APRM envisages the Secretariat conducting a targeted review or periodic review. This review will cover a particular theme/sector of interest within the socio-economic and political life of African states to bring about the positive change needed on the continent.

In the context of the implementation of the APRM Institutional Support Project, the APRM intends to recruit one (1) experienced International Consultant to undertake the assessment of Targeted Review on the theme: “Youth unemployment in Namibia” for the Mechanism, for which these terms of Reference (TORs) are prepared.

## **2.0 OBJECTIVES**

The objective of the Targeted Review is to identify key issues in “Youth unemployment” as a way for Namibia to fulfil its economic and social development mandate. In other words, the Targeted Review Report will raise any challenges and give recommendations where possible towards ensuring that the youth population in Namibia benefits from the country’s resources.

The Consultant shall follow and be guided by the objectives contained within each thematic area: Socioeconomic Development (SED) Economic Governance and Management (EGM), Corporate Governance (CG) and Democracy and Political Governance (DPG).

The specific objectives are as follows:

**Socioeconomic Development (SED)**

- i) Promote and accelerate broad based sustainable socio-economic development;
- ii) Encourage broad based participation in development
- iii) Poverty, unemployment and inequality; and
- iv) Progress towards gender equality, particularly equal access to education for girls at all levels.

**Economic Governance and Management (EGM)**

- i) Design and implement economic policies for sustainable development;
- ii) Encourage ownership and participation of key stakeholders in policy formulation and implementation;
- iii) Promote sound public finance management;
- iv) Fight corruption and money laundering;
- v) Accelerate and deepen regional integration in the monetary, trade and investment domain; and
- vi) Develop and implement trade and investment policies that promote economic growth.

**Corporate Governance (CG)**

- i) Promote an enabling environment and effective Regulatory Framework for business organizations and other entities;
- ii) Ensure effective leadership and accountability of organizations;
- iii) Ensure ethical conduct with organizations;
- iv) Ensure that Organizations treat stakeholders fairly and equitably; and
- v) Ensure that Organizations act as good corporate citizens.

**Democracy and Political Governance (DPG)**

- i) Constitutional Democracy and the Rule of Law;
- ii) The Separation of Powers;
- iii) Prevention and reduction of intra and inter-state conflicts;
- iv) Ensuring accountable, efficient and effective public service delivery at the national and decentralized levels;
- v) Promotion and protection of the rights of women;
- vi) Promotion and protection of the rights of children and young persons; and
- vii) Promotion and protection of the rights of vulnerable groups.

**3.0 SCOPE OF SERVICES**

Under the supervision of the Targeted Review Coordinator at the APRM Secretariat the Consultant shall:

**3.1 Familiarize himself/herself with** APRM documents and specific information developed for Namibia (nothing has been written on Namibia yet) .

- i) The expert is expected to familiarize themselves with the Base Documents of the APRM and the APRM Questionnaire.
- ii) The expert will also be provided with the existing documentation on and specific information developed for Namibia (as the APRM process in Namibia is nascent, nothing has been developed for it so far).

**3.2 Identification of Issues** should be informed by the following:

After analyzing all the collected and compiled documents, the identification of the issues should be informed by the following:

- i) Issues related to the Codes, Law, Rules and Regulations on youth unemployment in Namibia;
- ii) Issues that have been understated or inadequately addressed;
- iii) Issues that have been identified in the past but continue to have serious implementation problems (this has to be removed as nothing has been done in the past);
- iv) Areas of discrepancy or divergence (from cross-checking with the Background paper).

**3.3 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.

**3.4 The Beneficiaries** of the final Report are the following:

- i) The APRM Continental Secretariat;
- ii) The APRM Panel; and
- iii) The Country undergoing the assessment.

**3.5 Prioritization of Issues**

Some efforts should be made to prioritize the issues.

**3.6 Participation and Rapporteur**

- i) The consultant will be expected to participate in the Targeted Review visit and capture the unfolding issues of the visit, which will inform the final Targeted Review Report.
- ii) The consultant will be expected to capture and explore the specific issues that have been identified on the theme and to feed these into the final Targeted Review Report.
- iii) The consultant will be expected to participate in breakaway sessions or bilateral meetings focusing on the theme and to keep a record of these sessions. This may include meetings and workshops outside of the capital city.
- iv) The consultant may also be required to investigate further specific issues on the theme either before, during or after the visit.
- v) Further, the consultant is required to participate in every briefing session of the team related to the review. A briefing session will be held at the end of each day during the field review mission.

### **3.7 *Incorporating the Unfolding lessons and Outcome of the Targeted Review Visit into the Report***

Following the conclusion of the review visit, the consultant will incorporate the relevant details of the unfolding lessons and outcome of the Targeted Review visit into the report. This section of the report should be circulated to the members of the team for comment, revision and finalization.

### **3.8 *Finalization of the Targeted Review Report***

3.8.1 The consultant is then required to finalize the Targeted Review report based on comments or inputs received from the team and the APR Panel. The consultant will ensure that correct feedback is given to team members and will incorporate all team member changes into the draft report.

3.8.2 The report is to be satisfactory and acceptable to the APR Panel.

3.8.3 Compile and collect the information necessary to develop the Targeted Review Report on the proposed theme:

- i) As per research ethics and requirements all the data available and sources used must be specified to allow for an overall perspective and verification of information;
- ii) Data must have proper citations on the source of information and must be of quality, up-to-date and relevant to the topic under discussion.
- iii) Questions that arise as a result of the research and require further exploration by members of the review team should be highlighted.
- iv) The paper should be analytical rather than descriptive.
- v) Tables can be used to highlight areas of good practice and gaps requiring more study by the review mission.
- vi) Tables and figures should be subtitled and sequentially numbered.
- vii) Use the bottom 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.
- viii) Bibliography - provide a complete listing in the Harvard style.

### **3.9 *Format for drafting the Targeted Review Report***

A standard template for all Targeted Review reports is necessary to ensure comparability.

**3.10 *The content of the Report should*** be sufficiently comprehensive as the end-users, the Heads of State 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 (along thematic lines and by objectives and recommendations), flowing along:

- i) Thematic lines covering particularly the assessment and status of youth unemployment including the identification of the expected Results and Impacts;
- ii) the objectives of the Public Policy, the Programs and the on-going and Planned Projects); and

- iii) the Recommendations in order to avoid or minimize the Risks and to reach the Results and Impacts including a SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis of the on-going and planned projects with regard to all the stakeholders.

**3.11** *The report shall provide Namibia's position with regard to the Standards and Codes, as well as the Objectives of the APRM.*

**3.12** *The Targeted Report will follow the Framework enumerated under deliverables.*

### **3.13 Division of Labour**

**3.13.1** *The International Consultant* is principally expected to draft the Targeted Review report and to supervise the work of all review mission participants.

**3.13.2** *The International Consultant shall be the team leader and is expected to coordinate deliberations, consolidate and collate the overall report.*

In that respect, the consultant is expected to:

- take note of the details and observations pertaining to the events and work of the mission made by Namibian stakeholders.
- to collect all the relevant information from all the relevant stakeholders.

## **4.0 DELIVERABLES**

4.1 Prepare and submit a zero-draft report on the last day of the field work;

4.2 Prepare and submit a 50 page draft report a week after the completion of the field review mission. If it is necessary, revise and edit the report to reflect comments from the APR Panel, Secretariat, and other collaborators. The report shall include the following:

- i) An Executive Summary of 5 pages with conclusions on the nature of issues discovered and the status of the theme under investigation. The Executive Summary should conclude with a summary of the main strengths and challenges Namibia faces in this area;
- ii) a short paper indicating the main areas requiring further exploration by the members of the Targeted Review mission; and
- iii) A full disclosure of sources and citations and a full bibliography as mentioned under the scope of work.

**4.3 The Reporting Framework** shall be as follows:

### **4.3.1 Executive Summary**

A one or two-page synthesis of the process and findings of the review, highlighting two or three good practices the country wishes to share; two or three lessons it has learned; two or three challenges on which it wishes to hear about other countries' good practices; and two or three areas where it would need support in terms of

strategies to tackle youth unemployment, achieve youth representation, foster youth entrepreneurship, preparing the youth for leadership positions.

#### **4.3.2 Introduction**

The Context and objectives of the review shall be presented here. The introduction may briefly describe key features of the country context as it pertains to the theme of the Targeted Review, with a discussion of national priorities and targets as well as critical challenges.

#### **4.3.3 Methodology and Process for the Preparation of the Targeted Review**

This section may discuss the methodology adopted for the Targeted Review, including its scope, depth and limitations. Information on the process for the preparation of the Targeted Review may be presented, and should include, for example, how different levels and sectors of Government contributed to the review; whether the Parliament was engaged; whether National evaluation/oversight Institutions contributed; how stakeholders from Civil Society, Academia, and the Private/Business sectors were involved; which consultations took place, and possibly whether another member-state or other institutions contributed to the review and so on.

#### **4.3.4 Policy and Enabling Environment**

- i) Creating ownership at the National level; and
- ii) Incorporation into National Frameworks.

#### **4.3.5 Institutional Mechanisms**

- i) The Review shall provide information on how the country has adapted its institutional framework to the theme of the Targeted Review.
- ii) In this regard, the Review shall bring to light how the views of different Ministries, Agencies, levels of Government and Non-Governmental Stakeholders are considered, and give prominence to the Institution in charge of coordination and integration.
- iii) The Review shall consider highlighting efforts to mobilize Institutions around the theme of the Targeted Review, improve their functioning, and promote change.
- iv) The Review shall also come up with information on how responsibility is allocated among various levels of government (national, regional and local) for coherence. It would be useful to highlight how the country intends to manage the review and monitor the post-review process.

#### **4.3.6 Means of Implementation**

Based on the challenges identified and the trends highlighted, the Review shall discuss how the means of implementation are mobilized, what difficulties this process faces, and the additional resources required, in relation to the theme of the Targeted Review, including financing, capacity development needs, as well as data and statistics knowledge sharing, technology, and partnerships.

#### **4.3.7 Subsequent Steps and Commitments**

The Review shall outline what steps the Country is taking or intends to take to consolidate its best practices and address the challenges identified.

#### **4.3.8 Conclusion**

- i) A summary of the analysis, findings and policy implications shall be presented in this section together with the highlights of discussions on new or emerging issues identified during the review exercise.
- ii) Finally, the reviewed country shall indicate what lessons it has learned from the review process, what support it would need in the future for the preparation of such reviews, and any adjustment it recommends be made to the guidelines to make them more useful

## **5.0 TIME FRAME**

The consultancy will be conducted in thirty (30) days including field mission.

## **6.0 QUALIFICATIONS AND EXPERIENCE**

### **6.1 Education**

The Consultant should have one of the following education profiles:

- A PhD in Labour Economics, Political Science, Social Sciences or in Business Administration and Management, or related fields with a minimum of seven (07) years' relevant experience **or**:
- A Master's degree in Labour Economics, Political Science, Social Sciences or in Business Administration and Management, or related fields with a minimum of ten (10) years' relevant experience.

### **6.2 Experience**

- i) Have at least seven (7) years of experience in the areas of labour/youth unemployment/unemployment, its impact on economic and social development, with particular emphasis on broad based economic growth, youth entrepreneurship and representation;
- ii) Have broad knowledge of youth unemployment and unemployment and its impact on socio-economic development in Namibia
- iii) Have broad knowledge of Namibia,
- iv) Be fluent in English (verbal and written). Knowledge of any other AU language may be an added advantage.
- v) produced research relevant to youth unemployment/unemployment pertinent to Socio-Economic Development (SED), and/or, and/or Economic Governance and Management (EGM); and/or Corporate Governance (CG) and/or Democracy and Political Governance (DPG),
- vi) Broad knowledge of (a) programmes designed to alleviate youth unemployment in Africa and (b) nature of the labour market in Africa
- vii) Have broad knowledge of international relations and development issues in Africa in the area of youth unemployment/unemployment;
- viii) Have knowledge of the African Union and the APRM
- ix) Demonstrate ability for teamwork, as well as the ability to work independently;
- x) Have project management experience and able to respect deadlines;

## 7.0 FACILITIES AND SERVICES TO BE PROVIDED BY THE CLIENT

The APRM Secretariat shall:

- 7.1 Provide access to all information and stakeholders necessary for the consultant to carry out the assignment adequately; and
- 7.2 To the extent a meeting may be necessary between the consultant and the staff of the APRM Secretariat, facilitate travel and pay other related expenses from APRM resources.

## 8.0 PERIOD OF THE ASSIGNMENT AND PAYMENT

- 8.1 The assignment shall be from October to December 2019.
- 8.2 The Consultant shall be paid 50% of the consultancy fee upon submission and acceptance of the zero draft.
- 8.3 The outstanding 50% of the consultancy fee shall be paid upon successful submission and acceptance of the Final Targeted Review Report.

## 9.0 LOCATION

The Consultant shall carry out the assignment in Namibia.

## 10.0 GENERAL INFORMATION

- All consultancies will be advertised on an equal opportunity basis.
- The performance criteria to be used to assess the consultant shall be based on the deliverables and scope of work defined in these ToR.

## 11.0 LANGUAGE OF ASSIGNMENT

The language of assignment shall be English.

## 12.0 EVALUATION CRITERIA

<b>Mandatory criteria</b>
<p><b>12.1 Education</b></p> <ul style="list-style-type: none"><li>▪ A PhD in Labour Economics with emphasis on youth unemployment, Political Science, Social Sciences or in Business Administration and Management, or related fields with a minimum of seven (7) years' relevant experience or</li><li>▪ A Master's degree in Labour Economics with emphasis on youth unemployment, Political Science, Social Sciences or in Business Administration and Management, or related fields with a minimum of ten (10) years' relevant experience.</li></ul>
<p><b>12.2 Experience, Skills and Competencies</b></p> <ul style="list-style-type: none"><li>i) Have at least seven (7) years of experience in the area of Labour/youth unemployment/unemployment, and its impact on economic and social</li></ul>

<p>development, with emphasis on broad based economic growth, youth entrepreneurship and representation.</p> <p>ii) Have broad knowledge of youth unemployment and its impact on socio-economic growth in Namibia.</p> <p>iii) Have broad knowledge of Namibia.</p> <p>iv) Fluent in English (verbal and written). Knowledge of any other AU language may be an added advantage.</p>	
Additional evaluation criteria	Max. Point
i) Have produced research relevant to Youth unemployment/unemployment and pertinent to Socio-Economic Development (SED), and/or Economic Governance and Management (EGM); and/or Corporate Governance (CG), and/or Democracy and Political Governance (DPG).	25
ii) Have knowledge of the African Union and APRM	10
iii) Have broad knowledge of (a) programmes designed to alleviate youth unemployment in Africa and (b) nature of the labour market in Africa	25
iv) Have broad knowledge of international relations and development issues in Africa in the area of youth unemployment/unemployment	20
v) Demonstrate ability for teamwork, as well as the ability to work independently.	10
vi) Have project management experience and able to respect deadlines.	10
<b>Total Score</b>	<b>100%</b>

12.3 The pass mark is 70%.

### 13.0 REMUNERATION

The Consultant shall provide their financial proposal on a different paper.

### 14.0 MODE OF APPLICATION

All applications in writing should be accompanied by an up-to-date and detailed Curriculum Vitae with the names and addresses of three referees, one of whom should be in the context of the last consultancy.

The Consultant is required to send her/his CV with information (on her/his education, experience, expertise, skills and former position capability) pertinent to the items described in the paragraph 12.0 related to the evaluation criteria.

Applications from youth, people with disabilities, women and vulnerable groups are particularly encouraged.

**The applications should be addressed to:**

African Peer Review Mechanism Secretariat  
Private Bag XO8, Halfway House  
Physical Address: 230 15<sup>th</sup> Road, 1<sup>st</sup> Floor,  
Raandjies Park, Midrand, 1685,  
South Africa

Contact: Procurement office

Email: [tender@aprm-au.org](mailto:tender@aprm-au.org)

**Closing date : 11 November 2019 at 1700 hrs RSA time.**