



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

*SOUTH AFRICA*

***AFRICAN PEER REVIEW MECHANISM***

Public Sector-Governance

Project ID No.NT12191

The African Peer Review Mechanism would like to recruit one (1) experienced National 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 key issues paper and questionnaires on the theme as a well as a background paper on the 14<sup>th</sup> day from the date of the contract. The background paper 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**. Submissions **to be titled: "Expressions of Interest for Targeted Review, Individual National Consultant on "Youth unemployment in Namibia"**

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African Peer Review Mechanism*

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## TERMS OF REFERENCE

# **TARGETED REVIEW INDIVIDUAL NATIONAL 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 National 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 benefit from the country’s resources.

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

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.**

- i) The experts are expected to familiarize themselves with the Base Documents of the APRM and the APRM Questionnaire.
- ii) The experts will also be provided with the existing documentation on and specific information developed for Namibia.

### **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;
- 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 field mission 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 relating to the review. A briefing session will be held at the end of each day during the field review mission.

**3.7 Develop an outline of the background paper** indicating the issues to be covered for the specific objectives in this area, Key Issues Paper and Questionnaire, and submit this outline to the APRM Secretariat for comment;

**3.8 Compile and collect the information necessary** to develop the Background Paper for each of the four specific objectives;

- i) For each objective, 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, and relevant to the topic in 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 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.
- viii) Bibliography - provide a complete listing in the Harvard style.
- ix) 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.
- x) Submit the draft of the Background Paper to the APRM Secretariat on the agreed date.

- xi) If it is necessary, revise and edit the background paper to reflect comments from the APR Panel, Secretariat, and other collaborators.

### ***3.13 Division of Labour***

**3.13.1** The National Consultant is principally expected to prepare the Background Paper, Key Issues, the Questionnaires on youth unemployment in Namibia.

**In this respect, the consultant is expected to:**

- i) Review all the documentation on youth unemployment in Namibia;
- ii) Collect all the relevant information from the Public Sector, Private Sector, Civil Societies, NGOs, Rural Communities and all Stakeholders; and
- iii) Contribute towards the drafting of the Targeted Review Report.

**3.13.2** The National Consultant is a member of the Review team and will work in collaboration with the International Consultant, the Review team and all the stakeholders.

## **4.0 DELIVERABLES**

4.1 Prepare and submit the Background Paper of about 50 pages on the 14<sup>th</sup> day from the date of contract. 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 bullet point and 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.

4.1 Prepare and submit Issues Paper on the theme and submit on the 14<sup>th</sup> day from the date of contract.

4.2 Prepare and submit Questionnaires on the theme and submit on the 14<sup>th</sup> day from the date of Contract.

## **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:

- i) 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:**
- ii) 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' 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 in-depth knowledge of youth unemployment & unemployment and its impact on socio-economic development in Namibia
- iii) Have in-depth knowledge of Namibia;
- iv) Be fluent in English (verbal and written). Knowledge of any other AU languages may be an added advantage.
- v) Have produced research relevant to youth unemployment/unemployment in Namibia pertinent to Socio-Economic Development (SED), Economic Governance and Management (EGM); and/or Corporate Governance (CG), and/or Democracy and Political Governance (DPG).
- v) Have in-depth knowledge of (a) programmes designed to alleviate youth unemployment in Namibia and (b) nature of the labour market in Namibia.
- vi) Have broad knowledge of International relations and development issues in Africa in areas of youth unemployment/unemployment. Africa
- vii) 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 November 2019 to December 2019.
- 8.2 The Consultant shall be paid 50% of the consultancy fee upon submission and acceptance of the Background Paper, Key Issues Paper and Questionnaire.
- 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 field 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

Mandatory criteria	
<b>12.1 Education</b> <ul style="list-style-type: none"><li>▪ A PhD in Labour Economics, Political Science, Social Sciences or in Business Administration and Management, or related fields with a minimum of seven (7) years' relevant experience <b>or</b></li><li>▪ 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.</li></ul>	
<b>12.2 Experience, Skills and Competencies</b> <ul style="list-style-type: none"><li>i) Have at least seven (7) years' experience in the area of Labour/youth employment/unemployment and its impact on economic and social development, with emphasis on broad based economic growth, youth entrepreneurship and representation.</li><li>ii) Have in-depth knowledge of youth unemployment &amp; unemployment and its impact on socio-economic growth in Namibia.</li><li>iii) Have in-depth knowledge of Namibia.</li><li>iv) Be fluent in English (verbal and written). Knowledge of any other AU language may be an added advantage.</li></ul>	
Additional evaluation criteria	Max. Point
i) Have produced research relevant to Youth unemployment/unemployment in Namibia pertinent to Socio-Economic Development (SED), Economic Governance and Management (EGM); and/or Corporate Governance (CG). and/or Democracy and Political Governance (DPG).	25
i) Have knowledge of the African Union and APRM	10
ii) Have in-depth knowledge of (a) programmes designed to alleviate youth unemployment in Namibia and (b) nature of the labour market in Namibia	25
iv) Have broad knowledge of international relations and development issues in Africa in areas of youth unemployment/unemployment	20

v) Demonstrate ability for teamwork, as well as the ability to work independently.	<b>10</b>
vi) Have project management experience and able to respect deadlines.	<b>10</b>
<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)