



African Peer Review Mechanism Secretariat (APRM)  
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**REQUEST FOR EXPRESSIONS OF INTEREST  
EOI 7/2018: TARGETED REVIEW INDIVIDUAL NATIONAL  
CONSULTANT ON “THE CONTRIBUTION OF TOURISM TO THE  
ECONOMY OF ZAMBIA”**

*SOUTH AFRICA*

***AFRICAN PEER REVIEW MECHANISM INSTITUTIONAL SUPPORT PROJECT  
(APRM-ISP)***

Public Sector-Governance

Financing Agreement reference: 2100155036916

Project ID No.: P-Z1-K00-084

The African Peer Review Mechanism has received financing from the African Development Bank toward the cost of the African Peer Review Mechanism Institutional Support Project, and intends to apply part of the agreed amount for this grant as payments towards the contract for one (1) experienced National Consultant to undertake the assessment of Targeted Reviews on the theme, “Contribution of Tourism to the economy of Zambia” 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 bullet point summary of the main strengths and challenges Zambia faces in this area;
- ii) a short paper indicating the main areas requiring further exploration by the members of the country review mission; and
- iii) full disclosure of sources and citations and a full bibliography as mentioned under the scope of work.

The Consultants should have one of the following education profiles:

- A doctorate and at least seven years of experience in the field of tourism, culture, craftsmanship or a related field, or;
- Master's degree or higher in social science with 10 years of experience in the field of tourism, culture, craftsmanship or a related field, community/urban development, environment and development or related field of studies, or;
- A doctorate and less than 10 years of experience in socio-economic development or a related field, with a master's thesis or doctoral thesis on a subject related to tourism developments.

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.

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 related to the evaluation criteria as described on the Terms of Reference.

Eligibility criteria, establishment of the short-list and the selection procedure shall be in accordance with the African Development Bank's "Procurement Policy for Bank Group Funded Operations", dated October 2015, which is available on the Bank's website at <http://www.afdb.org>.

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 **24<sup>th</sup> September 2019 at 1700hrs**. **Submissions to be titled: "Expression of Interest for Targeted Review Individual National Consultant on "THE CONTRIBUTION OF TOURISM TO THE ECONOMY OF ZAMBIA"**

*African Peer Review Mechanism*

*Private Bag x09, Halfway House, 1685  
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## TERMS OF REFERENCE

### FOR TARGETED REVIEW NATIONAL INDIVIDUAL CONSULTANT ON “THE CONTRIBUTION OF TOURISM TO THE ECONOMY OF ZAMBIA”

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**Targeted Review Mission:** Zambia

**Description of the Assignment:** Targeted Review on “The Contribution of Tourism to the Economy of Zambia”

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#### 1.0 BACKGROUND

2.0 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 Governance and Management; (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.

3.0 Annex 3 to these Terms of Reference (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 United Nations Sustainable Development Goals (SDGs) Agenda 2030. In cognizance of this fact, the African Union and the Heads of State and Government, in January 2017, expanded the mandate of the Mechanism from the core reviews to monitoring and evaluation role for the African Union Agenda 2063 and the SDGs Agenda 2030. This is a reflection of the confidence reposed in the Mechanism and its anticipated contribution to the universal accession of all AU Member states to the APRM.

#### Description of the Project

The APRM has been conducting various reviews aimed at improving the governance and economic development of member states. The original reviews include: Base Review (Main Review of all four Thematic Areas of the APRM process); Periodic Review (Conducted every four-five years); Voluntary Review (Requested by a member

state for its own reasons); and Special Review (Initiated when early warning signs suggest an impending crisis).

In 2018, the APRM started implementing Targeted Review. The purpose of the Targeted Review is to provide an independent, credible and legitimate analyses of a specific developmental challenges of choice by member states or in line with AU theme of the year, among others.

In line with the APRM Calendar of Missions for 2019, Zambia is among the six (6) Member States of the APRM that are planned for Targeted Review. In this regard, the APRM in Zambia has settled on the “Contribution of Tourism to the Economy of Zambia” for which these terms of Reference (TOR) have been prepared.

On 28th March 2018, the Board of Directors of the African Development Bank (AfDB) approved the APRM Institutional Support Project. The project will help to 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 United Nations SDGs Agenda 2030. 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 Plan of Action that merge 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.

## **2.0 OBJECTIVES**

The objective of the Targeted Review is to identify key issues on “The Contribution of Tourism to the Economy Zambia” as a way for Zambia to fulfil its economic and social development mandate sustainably; within the Context of Corporate Governance (CG). It is anticipated that this will have positive effect in other thematic areas, namely; Socioeconomic Development (SED), Democracy and Political Governance (DPG), Economic Governance and Management (EGM).

The Targeted Review Report will also make appropriate recommendation to ensure that the local population in different regions of Zambia benefit from the Country’s tourism sector.

The specific objectives are as follows, but not limited to:

### **Socioeconomic Development (SED)**

- i. Encourage broad-based participation
- ii. Poverty, unemployment and inequality.

## **Corporate Governance (CG)**

- i. Promoting an Enabling Environment and effective Regulatory Framework for business organizations and other entities;
- ii. Ensuring effective leadership and accountability of Organizations;
- iii. Ensuring ethical conduct within Organizations;
- iv. Ensuring that Organizations treat stakeholders fairly and equitably; and
- v. Ensuring that Organizations act as Good Corporate citizens.

## **3.0 SCOPE OF SERVICES**

Under the supervision of the Targeted Review Coordinator at the APRM Continental Secretariat and the National Governing Council (Zambia) the Consultant shall:

- i) Familiarize with APRM documents and specific information developed for Zambia
- ii) The consultant is expected to familiarize with the Base Documents of the APRM, Country Review Report and the APR Questionnaire.
- iii) The consultant will also be provided with all the existing documentation on the country (i.e. Background Paper, Self-assessment report, key issues, the APRM Questionnaire, the Country Review Report and the National Plan of Action) and specific information developed for Zambia.

### ***3.2 Identification of Issues***

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

- i) issues relating to codes, laws, rules and regulations (tourism, cultural, hospitality, leisure and environmental development, etc.) in Zambia;
- ii) Issues addressed in existing documents (APRM documents, Background Paper, Self-assessment, the APRM Questionnaire, National Plan of Action, the Country Review Report,) but needing reinforcement;
- iii) Issues that have been understated or inadequately addressed;
- iv) Issues that have been identified in the past but continue to have serious implementation problems;
- v) Issues missed completely in existing documents; and
- vi) Areas of discrepancy or divergence (from cross-checking with the Background paper or other existing documents).

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

### ***3.5 Prioritization of Issues***

Some effort should be made to prioritize the issues, and this may be aided by perusing the draft Plan of Action.

### ***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 in the thematic area and to feed this into the final Targeted Review Report.
- iii) The consultant will be expected to participate in breakaway sessions or bilateral meetings focusing on the thematic area and to keep a record of these sessions. This may include meetings and workshops outside of the capital.
- iv) The consultant may also be required to investigate further specific issues for the thematic area either before, during or after the visit.
- v) Further, the consultant 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 each day during the Field Review mission.

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

Following the conclusion of the Field Review visit, the consultant shall incorporate the relevant details of the unfolding and outcome of the Targeted Review visit to 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 required to contribute to the finalization of the Targeted Review Report based on comments or input 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 in 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 footnote 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 reports is necessary (attached below; ref 4.3) to ensure comparability.

**3.10 *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 (along thematic lines and by objectives and recommendations), flowing along:

- i) Thematic lines covering particularly the assessment and status of the tourism sector 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 regards to all the stakeholders.

**3.11 *The report shall provide Zambia's*** position regarding the Standards and Codes, as well as the Objectives of the APRM.

**3.12 *The Targeted Report shall follow the Framework enumerated under deliverables***

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

**3.13.1 *The National Consultant shall produce the Background Paper, key issues and the questions on Tourism.***

In that respect, she/he is expected to:

- i. review all the documentation Tourism
- ii. to collect all the relevant information from the Public Sector, Private Sector, Civil Societies, NGOs, Rural Communities and all Stakeholders.
- iii. The National Consultant is a member of the Review team and will work in collaboration with the International Consultant

**3.13.2 *The National Consultant*** is principally expected to prepare the Background paper, key issues, the questionnaires and contribute

towards the drafting of the Targeted Review Report. It is imperative that the Consultant takes note of all details pertaining to the events and work of the mission.

#### **4.0 DELIVERABLES**

**4.1** The consultant shall produce a Background paper on Tourism

**4.2** The consultant shall produce key issues paper

**4.3** The consultant shall also produce questionnaires that will guide field mission

#### **5.0 The Reporting Framework of the Targeted Review Report shall be as follows**

##### **5.1 Executive Summary**

A one or two pages 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 decentralization, capacity building, technology, partnerships and so on.

##### **5.2 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 the critical challenges.

##### **5.3. Methodology and Process for 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 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 Country or other Institutions contributed to the review and so on.

##### **5.4 Policy and Enabling Environment**

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

##### **5.5 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.

### **5.6 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.

### **5.7 Subsequent Steps and Commitments (National Plan of Action)**

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

### **5.8 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 preparation of such reviews, and any adjustment it recommends be made to the guidelines to make them more use

## **6.0 TIME FRAME**

The consultancy will be conducted for a total time frame of four (4) weeks of which:

- i. Two (2) weeks to prepare and submit a background paper, key issues paper and questionnaire to be submitted three weeks before the field mission
- ii. One (1) week in the field mission
- iii. One (1) week working with the International consultant

## **6.0 QUALIFICATIONS AND EXPERIENCE**

### **6.1 Education**

The Consultant should have one of the following education profiles:

- A PhD in Tourism Management, Leisure Studies, Hospitality Management, or related fields with a minimum of seven (07) years' relevant experience or
- A Master's degree in Tourism Management, Leisure Studies, Hospitality Management, or related fields with a minimum of ten (10) years' relevant experience.

## **6.2 Experience, skills and competencies**

- i) Have at least 7 years of progressively responsible professional experience in the tourism sector at national or international level, its impact on economic and social development, with a focus on diversified economic growth and the reduction of poverty in various ways.
- ii) Have produced research relevant to tourism, and pertinent to Corporate Governance (CG) and/or Socioeconomic Development (SED), and/or Democracy and Political Governance (DPG), and/or Economic Governance and Management (EGM).;
- iii) Have produced Project or Program Reports when participating in or coordinating National or Regional Program or Project relevant to the tourism sector with contribution to the Report Publication.
- iv) Extensive knowledge of the Constitutive Act of the African Union as well as the overall objectives of the APRM, in the thematic area of Corporate Governance (CG), Socioeconomic Development (SED), Democracy and Political Governance (DPG), Economic Governance and Management (EGM);
- v) Broad knowledge of international relations and development issues in Africa in general global terms;
- vi) Broad knowledge of international relations and development issues in Africa in the Tourism sector;
- vii) Demonstrate effective ability for teamwork, as well as the ability to work independently.
- viii) Have project management experience and able to respect deadlines.
- ix) Language: The applicant must be able to communicate and write in English fluently. Knowledge of French or other AU languages may be an added advantage.
- x) Have broad knowledge of the Country Zambia.

## **7.0 FACILITIES AND SERVICES TO BE PROVIDED**

### **7.1 The APRM Secretariat shall:**

- i) Provide access to all information and stakeholders necessary for the consultant to carry out the assignment adequately; and
- ii) 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 mid of August to end of October 2019
- 8.2 The Consultants shall be paid 50% of the consultancy fee upon submission and acceptance of Zero draft on the last day of the field work.
- 8.3 The outstanding 50% of the consultancy fee shall be paid upon submission and acceptance of the Final Targeted Review Report.

## 9.0 LOCATION

The Consultant shall carry out the Field Mission of one week in the Country, Zambia.

## 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 this Terms of Reference.

## 11.0 LANGUAGE OF ASSIGNMENT

The Language of assignment shall be English.

## 12.0 EVALUATION CRITERIA

<b>Mandatory criteria</b>
<p><b>1. Education</b></p> <ul style="list-style-type: none"><li>▪ A PhD in Tourism Management, Leisure Studies, Hospitality Management, or related fields with a minimum of seven (07) years' relevant experience or</li><li>▪ A Master's degree in Tourism Management, Leisure Studies, Hospitality Management, or related fields with a minimum of ten (10) years' relevant experience.</li></ul> <p><b>2. Experience, skills and competences</b></p> <ul style="list-style-type: none"><li>▪ Have at least 7 years of progressively responsible professional experience in the tourism sector at national or international level, its impact on economic and social development, with a focus on diversified economic growth and the reduction of poverty in various ways.</li><li>▪ Have broad knowledge of the Country Zambia; and</li></ul>

<ul style="list-style-type: none"> <li>▪ Fluent in English (verbal and written).</li> </ul>	
<b>Additional Evaluation Criteria</b>	<b>Max. Point</b>
i) Have produced research relevant to tourism, hospitality, leisure and pertinent to Corporate Governance (CG) and/or Socioeconomic Development (SED), and/or Democracy and Political Governance (DPG), and/or Economic Governance and Management (EGM).	<b>20%</b>
ii) Have produced Project or Program Reports when participating in or coordinating National or Regional Program or Project relevant to tourism with contribution to the Report Publication	<b>20%</b>
iii) Extensive knowledge of the Constitutive Act of the African Union as well as the overall objectives of the APRM, in the thematic area of Corporate Governance (CG), Socioeconomic Development (SED), Democracy and Political Governance (DPG), Economic Governance and Management (EGM).	<b>10%</b>
iv) Have Broad knowledge of international relations and development issues in Africa in general global terms.	<b>15%</b>
v) Broad knowledge of international relations and development issues in Africa in the sectors of tourism	<b>15%</b>
vi) Demonstrate effective ability for teamwork, as well as the ability to work independently.	<b>10%</b>
vii) Have project management experience and able to respect deadlines.	<b>10%</b>
<b>Total Score</b>	<b>100%</b>

### **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 up-to-date detailed Curriculum Vitae with the names and addresses of three referees, one of which should be 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 related to the evaluation criteria as described in the paragraph 12.0.

The applications to 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: Project Coordinator  
Email: [tender@aprm-au.org](mailto:tender@aprm-au.org)