REVIEW AND MONITORING OF SDGs after 2015: Models, Methods, Governance

Centre for Socio-Eco-Nomic Development (CSEND)

PART III: Review Models

29 June 2015

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African Peer Review (African Union)

Origins of the APRM

- Established in **2003 by the African Union** in the framework of the implementation of the New Partnership for Africa's Development (NEPAD).

- Adopted by African Heads of State and Government as a systematic **peer learning and self-assessment mechanism** originating from the NEPAD foundational document, the "Declaration on Democracy, Political, Economic and Corporate Governance" adopted in Durban, South Africa in July 2002.

- APRM is a **mutually agreed instrument voluntarily** acceded to by AU member States as an African self-monitoring mechanism.

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Objective

- **Primarily to foster the adoption of policies, standards and practices that lead to political stability, high economic growth, sustainable development and accelerated sub-regional and continental economic integration through experience sharing and reinforcement of successful and best practices, including identifying deficiencies and assessment of requirements for capacity building.**

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Guiding Principles

- ➢ **The APRM is a process that is nationally owned and led.**

- ➢ **The review process must be open, inclusive and participatory.**

- ➢ **Every review must be technically competent, credible and free from political manipulation.**
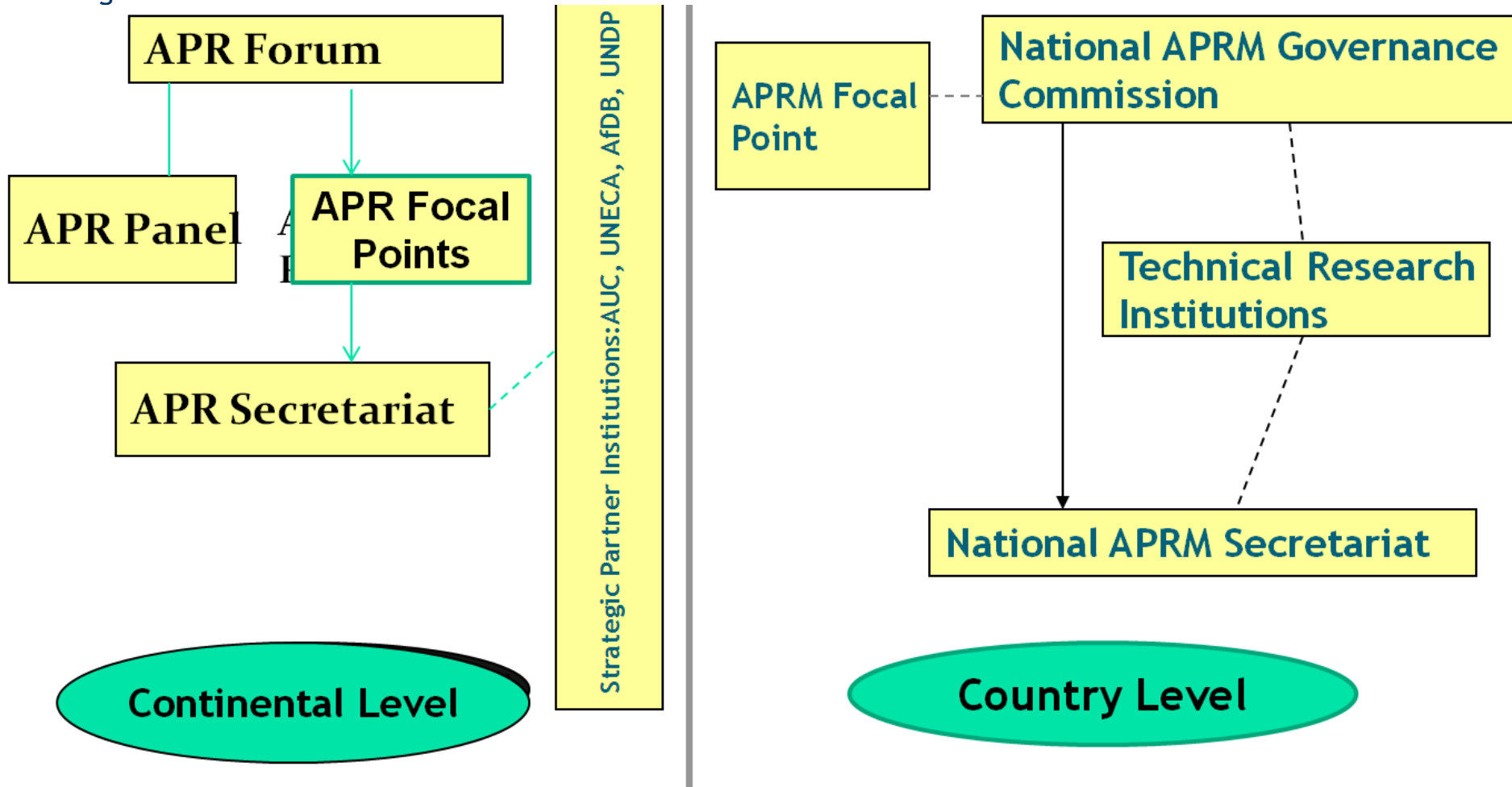
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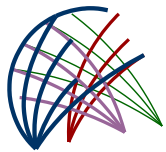
APRM Member Countries by Region

Region	Countries
Central Africa (5)	Cameroon, Gabon, Republic of Congo, Rwanda and São Tomé and Principe
East Africa (5)	Djibouti, Ethiopia, Kenya, Tanzania, Uganda
North Africa (3)	Algeria, Egypt, Sudan
Southern Africa (7)	Angola, Lesotho, Malawi, Mauritius, Mozambique, South Africa, Zambia
West Africa (9)10	Benin, Burkina Faso, Ghana, Mauritania, Mali, Nigeria, Senegal, Sierra Leone, Togo and Cape Verde

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Governance Structure (1)

- **Continental Level**
  - APR Forum
  - APR Panel
  - APR Secretariat

- **National Level**
  - Focal Points
  - National Commission / National Governing Council (NC / NGC)
  - National APR Secretariat
  - Technical Research Institutions (TRIs)

Governance Structure (2)

Continental Level side:
- APR Forum
- APR Panel
- APR Focal Points
- APR Secretariat

Strategic Partner Institutions: AUC, UNECA, AfDB, UNDP

Country Level side:
- APRM Focal Point
- National APRM Governance Commission
- Technical Research Institutions
- National APRM Secretariat

Source: APRM-AU (2013), Presentation "An Integrated Approach to Promoting the Post-2015 Development Agenda – The APRM Perspective", UN headquarters, New York.

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How do countries become members of the APRM process?

- **Membership of the APRM is voluntary** and open to all member countries of the African Union (UA).

- The process of accession starts with a country's expression of interest to become a member of the APRM, which is then followed by the signing of a **Memorandum of Understanding (MoU)** between the country and the APRM Forum at any of the Biannual AU/APRM Summits.

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ARPM review process (1)

✓ **Preparations of the Country Self Assessment Review / Report**

✓ **Country Review Mission by APRM Panel and External African Experts**

✓ **Compilation of a final Country Review Report**

✓ **Submission to the APR Forum for Heads of State Peer Review**

✓ **Report made available to the Public and tabled at pan-African institutions**

Source: UNECA (2011). Presentation "Implementation of the African Peer Review Mechanism", Second Meeting of the Committee on Governance and Popular Participation, Addis Ababa.

ARPM review process (2)

- **<u>The APRM Review Mission is only one part of the overall Peer Review Process</u>.**

- **A typical Review Mission may last for two and a half to three weeks, excluding the preparatory team meetings and the writing of the Country Review Report.**

- **The first week of a review mission is usually spent in the capital, with the second week and possibly part of a third week in the regions or provinces. Since individual country reviews will have differences as a result of country specificities, review programmes are subject to variance.**

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ARPM review process (3)

- **The Mission meets with all national stakeholders, including:**
  - **Government Departments;**
  - **Civil Society, including Religious Organizations, Academia, Minorities, Trade Unions;**
  - **Members of the Judiciary; Parliament and Political Parties;**
  - **Local Government Representatives; Women's Organizations;**
  - **Youth Groups;**
  - **Private Sector including the Informal Sector Business Federations and/or Operators, Chambers of Commerce, Commercial Banks, Insurance Companies, SME Federations, Professional Bodies - Chartered Accountants, the Legal Profession, etc.**

Stages of the APRM process

Stage 1

National APRM structures established. An inclusive National Self-Assessment. Development of draft National Programme of Action.

Stage 2

A Country review team, composed of experts, visits the country and undertakes wide, independent consultations with stakeholders.

Stage 3

APRM Panel and Country Review Team drafts the Country Review Report.

Stage 4

Heads of State and Government participating the APRM (APRM Forum) peer review the country assessments.

Stage 5

Publication of the Country Review Report six months after the APRM has examined it.

Stage 6

Monitoring and evaluation of the implementation of the NPOA.
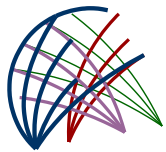
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Country Review Report

- Prepared on the basis of the **Background Document** and the **Issues Paper** prepared by the APR Secretariat, and the information provided incountry by official and unofficial sources during the wide-ranging consultations and interactions with all stakeholders.

- The **draft report** must take into account the applicable political, economic and corporate governance and socio-economic development commitments made in the preliminary **Programme of Action**, identify any remaining weaknesses, and recommend on further actions that should be included in the final Programme of Action.

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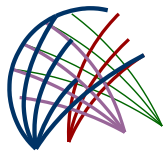
APRM areas of review (1)

1. **Democracy and Political Governance**: reviews nine objectives including addressing conflicts; strengthening constitutional democracy; protecting human rights including civil, political, economic and cultural rights; ensuring effective and efficient public service; combating corruption; promoting the rights of women, children and young people, protecting the rights of vulnerable groups.

2. **Economic Management and Governance**: aims at promoting macro-economic stability; management of natural resources; sound public finance management; as well as promoting regional integration.

Source: APRM-AU (2013), Presentation "An Integrated Approach to Promoting the Post-2015 Development Agenda – The APRM Perspective", UN headquarters, New York.

APRM areas of review (2)

3. **Corporate Governance**: deals with adherence to standards of good corporate governance, creating enabling environment for business, adoption of codes of ethics and good corporate citizenship, as well as social responsibility.

4. **Socio-economic Development**: deals with issues of poverty, unemployment and inequality, public participation in development, promotion of gender equality, as well as delivery of social services, such as water, sanitation, electricity; infrastructure development, microfinance and ICT.

Source: APRM-AU (2013), Presentation "An Integrated Approach to Promoting the Post-2015 Development Agenda – The APRM Perspective", UN headquarters, New York.
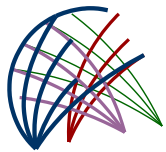
Types of research used by pioneer countries

Technical methods

- Desk research
- Expert surveys
- Focus groups
- Expert workshops
- Expert readers and editors
- Validation processes
- Government interaction

Popular methods

- Public conferences
- Citizen surveys
- Formal invitation to make written submissions
- Civil society conveners
- Parliamentary hearings
- Outreach to political parties
- Outreach to the media
- Programme of Action workshosps

Source: SAIIA (2008). The African Peer Review Mechanism Lessons from the Pioneers, http://www.saiia.org.za/images/stories/pubs/books/aprm_pioneers_fullbook_20090227.pdf, p.53

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Key national stakeholders

- The judicial service commission
- Retired judges
- Retired diplomats
- The law commission
- Parliamentary committee chairpersons
- Regional organizations and governments
- Religious federations
- Gender organizations
- Research institutes
- Academic bodies
- Tender board members
- The registrar of companies
- Banking and stock market regulators
- Labour unions
- Experts on trade, economic policy, tax and other specialized aspects of governance

- Industry groups
- Student organizations
- Youth groups
- Political parties
- The human rights commission
- The electoral commission
- The auditor-general
- The chamber of commerce
- Legal societies
- Opinion columnists
- Talk-show hosts and producers
- Newspapers editors
- Journalists focused on business, development or governance
- Human rights, anti-corruption, press-freedom and anti-poverty advocacy groups

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The National Programme of Action (1)

- **Clear, time-bound commitments on key governance and socio-economic development priorities over the next three 3 years, including the identification of key stakeholders for implementation, and the estimated budgetary implications and allocations;**

- **Description of the national consultations that have taken place in developing the National Programme of Action;**

Source: APRM-AU (2009), Presentation "Lessons from the implementation of the APRM National Programmes of Action", Governance Assessment for Accountable Politics, Windhoek.

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- Outline the feedback mechanism established to keep local stakeholders involved in the process;

- Description of the capacity building and resource mobilization requirements for undertaking the Programme of Action; and,

- Outline the implementation, monitoring and evaluation mechanisms for the Programme of Action.

Source: APRM-AU (2009), Presentation "Lessons from the implementation of the APRM National Programmes of Action", Governance Assessment for Accountable Politics, Windhoek.

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- **Demonstrable commitment by all countries that have gone through the review process.**

- **They are enthusiastically implementing the NPOA, in spite of several formidable challenges, some even before they were peer reviewed;**

- **There are daunting challenges, including the establishment of appropriate national structures to monitor the NPOA, proper costing and ensuring that it is not a wish list (need for prioritization). No format until recently.**

Source: APRM-AU (2009), Presentation "Lessons from the implementation of the APRM National Programmes of Action", Governance Assessment for Accountable Politics, Windhoek.

Experience in implementing NPOAs (2)

- **Capturing key findings and conclusions of the peer review processes (overarching issues);**

- **Overlap between the NPOAs and other national initiatives sometimes, resulting in double costing of interventions. While NPOAs are not designed to be a substitute to other ongoing national initiatives such as the PRSPs or National Development Strategies (NDS), the comparative value added must be captured and disseminated.**

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Challenges facing the APRM

- **Need to accelerate enlisting of AU members states**
- **Less and less dynamism in the APRM Heads of States Forum**
- **Institutional/organizational challenges of the APRM Secretariat**
- **APRM Country Self-Assessment Methodology is viewed as "cumbersome, unwieldy, repetitive"**
- **Need for follow-up country process through the NPoA**
- **Lack of political will at national level to truly implement the spirit and letter of the MoU**

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APRM lessons for the post-2015 development agenda (1)

- **National ownership + leadership determinesr success**

- **Participatory and inclusive development processes to ensure desired development outcomes for all**

- **Peer review at the highest level sustains political commitment**

- **Global goal setting is important but implementation should be national/regional contextualized**

- **Importance of peer sharing and learning at various levels of actors through regional workshops, etc**

- **Monitoring progress is critical and existing monitoring instruments should be utilised & integrated in the post-2015 development monitoring framework.**

❑ **APRM not only monitors and evaluates the extent to which commitments are implemented, it also provides the opportunity for policy makers and citizens to hold each other accountable.**

❑ **The greatest benefits for every stakeholder and partner will come from closer cooperation and the joint pursuit of the multiplier effects that flow from better participatory governance and a clearer focus on achievable goals that are shared and prioritized by everyone.**

❑ **APRM promotes good governance on the continent through peer review which can complement global monitoring.**