Africa's Self-Assessment for Good Governance

- Democracy and Political Governance
- Economic Governance and Management
- Corporate Governance
- Socio - economic Development

2014 ANNUAL REPORT

AFRICAN PEER REVIEW MECHANISM
APRM

AFRICAN UNION

AN AFRICAN UNION INITIATIVE

AFRICAN UNION

Africa's Self-Assessment for Good Governance

African Peer Review Mechanism

Democracy and Political Governance

Economic Governance and Management

Corporate Governance

Socio-economic Development

ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
AGF	African Governance Forum
ALD	Activities of Limited Duration
APR	African Peer Review
APRM	African Peer Review Mechanism
AU	African Union
CFR	Commander of the Order of the Federal Republic
CRM	Country Review Mission
CSM	Country Support Mission
CRT	Country Review Team
CSAR	Country Self-Assessment Report
CSOs	Civil Society Organizations
DBSA	Development Bank of Southern Africa
EFCC	Economic and Financial Crime Commission
ICPC	Independent Corrupt Practices and
MNI	Member of National Institute
MoU	Memorandum of Understanding
MR&E	Monitoring, Reporting and Evaluation
NC/ NGC	National Commission / National Governing Council
NGC	National Governing Council
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organizations
NPoA	National Programme of Action
PoA	Programme of Action
PR	Proportional Representation
PRC	Permanent Representatives Committee
REC	Regional Economic Community
SME	Small and Medium Enterprises
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa

Ambassador Fatuma Ndangiza
Chairperson of the APR Panel of Eminent Persons

Foreword

It is my pleasure to welcome readers to the 2014 APRM Annual Report. The year 2014 witnessed several key events for the Mechanism. The focus of the APR Panel of Eminent Persons was to fast-track the peer review process particularly in countries that have not started or completed their first review. It was in this context that the Panel embarked on regional sensitisation workshops, and the first regional workshop for countries in the Economic Community of Central African States (ECCAS) Region was organised in the Republic of Chad in May 2014.
We thank the host country, Chad, for hosting and contributing immensely to the success of this event, which the Panel will be replicating in other Regional Economic Communities in 2015 and beyond.

The Panel also developed a Monitoring and Evaluation Framework to be used by APRM Member States in reporting on governance reforms. The document is expected to be tabled at the 22nd Summit of the APRM Forum scheduled for 29 January 2015 in Addis Ababa, Ethiopia. The Framework will help to ensure that the Mechanism provides value addition through a better implementation of APRM National Programmes of Action.

The 20th Summit of the Committee of Heads of State and Government Participating in the African Peer Review Mechanism (APR Forum) bade farewell to Barrister Akere Tabeng Muna (Cameroon), Barrister Julienne Ondziel Gnelenga (Republic of Congo) and Professor Amos Claudius Sawyer (Liberia), whose four-year tenure as Panel Members expired in January 2014. We thank our colleagues for their dedication and services to the Mechanism, and wish them well in the road ahead. The APR Forum appointed H.E. Edem Kodjo (Togo), Professor Al-Amin Abu-Manga (Sudan) and Professor Mahamoud Youssouf Khayal (Chad) in place of the outgoing Panel Members.

During the year, the Panel lost one of its Members, our distinguished colleague from Nigeria, the late Ambassador Professor Okon Edet Uya. We pay tribute to his numerous accomplishments and contributions in the service to the APRM. Furthermore, the Panel also bade farewell to Madam Baleka Mbete, the colleague from South Africa, who was elected Speaker of the South African Parliament in May 2014. We acknowledge her devoted efforts and precious contributions to the work of the Panel, and wish her well in her service to the Government and People of South Africa.

The APRM is an invaluable but challenging process. The APRM exercise in seventeen reviewed countries has provided an opportunity for stakeholders in government, civil society and the private sector to reflect collectively on governance, address deficiencies and identify best practices. As we embark on the 2nd Decade of the APRM self-assessment process, it is the Panel's hope that the APRM process will continue to shed light on necessary governance reforms, and that all the Member States of the African Union will eventually participate in the Mechanism.

Ambassador Fatuma Ndangiza
Chairperson of the APRM Panel of Eminent Persons

Introduction

Dr. Ibrahim Mayaki
Interim Chief Executive Officer

I would like to begin by thanking the APR Panel Members and Focal Points for their support, following my appointment as Interim CEO of the APR Secretariat at the 21st Summit of the APR Forum of Heads of State and Government of participating countries that was held on 26 June 2014 in Malabo, Equatorial Guinea.

It is noteworthy that the APRM Secretariat has achieved institutional stability in the long-term interest of the Mechanism and is on course building an efficient pool of technical expertise and boosting staff morale for enhanced delivery, including putting in place sound administrative, human resource and financial systems that reflect the best practices in Africa.

This is being done progressively in the context of the adoption of AU rules and regulations. More importantly, the work of the Secretariat has been driven by the core principles and values of the African Union.

The APRM has also prioritised the establishment of a viable knowledge management platform to effectively generate, document, disseminate and monitor the large body of information and data resulting from the review processes of the APRM. It is vital that the APRM champions the much-desired data revolution in Africa from the governance perspective.

In 2014, the APRM launched the Country Review Report of Zambia and hosted a technical experts' workshop in Lesotho on integrating the Lesotho APRM National Programme of Action into the national budget. The APRM also undertook support missions to Senegal and Chad, and a follow-up mission to Sudan. These missions assisted member States to establish national structures and sensitised stakeholders to take ownership of the APRM agenda.

In order to further advance the APRM process, and to enhance awareness and political support, the APRM embarked on regional sensitisation workshops in 2014.

The first regional workshop for countries in the Economic Community of Central African States (ECCAS) region was organised in the Republic of Chad from 15 to 16 May 2014, and will be followed by regional workshops in the SADC and ECOWAS regions in 2015.

The APRM also completed in 2014 the development of a Monitoring and Evaluation Framework, which will assist member States to monitor and better report on progress in governance reforms, in addition to designing a Communication Policy and Strategy to increase awareness of the principles and activities of the Mechanism. The APRM has grown from strength to strength. In 2014, the APRM comprised 34 (thirty-four members), of which 17 (seventeen) had completed their base review and were implementing their national programmes of action.

This is a quite revealing indication that the APRM is an important tool with far-reaching impact on governance practices, as recognised at the highest levels in Africa and internationally. At the 23rd AU General Assembly held from 24 to 26 June 2014 in Malabo, Equatorial Guinea, the General Assembly of the African Union adopted a decision to integrate the APRM as an autonomous entity within the AU System.

This decision underlines the role that the APRM can play as a unique African governance instrument within the AU family, including monitoring accountability of member States in the context of both the AU Agenda 2063 and the United Nations post-2015 Development Agenda.

The APRM is an inclusive process that can assist the AU Commission and Member States by soliciting inputs from the public and various levels of government to implement these programmes. Through the national review processes, citizens from political, social, religious and ethnic backgrounds (women, youth, farmers, professional groups, trade unions, business communities, CSOs, etc.) have been able to actively participate in governance issues that impact their lives.

The APRM recognises the vital support of our Strategic Partners - the United Nations Economic Commission for Africa (UNECA), the United Nations Development Programme (UNDP) and the African Development Bank (AfDB) - and highly appreciates their continued commitment to the Mechanism that is eloquently expressed, among other initiatives, through institutional capacity building and deepening of the peer review process.

Finally, as resource mobilisation is very critical for the sustainability of the Mechanism, we call upon Member States and Partners to ensure that the Mechanism has the necessary funds for its activities.

Dr. Ibrahim Mayaki
Interim Chief Executive Officer, APRM Secretariat

GOVERNANCE STRUCTURES

THE APRM FORUM

The APR Forum is the highest decision-making authority in the APRM. The Forum has ultimate responsibility for oversight of the APRM organisation and processes, for mutual learning and capacity building, and for exercising the constructive peer dialogue and persuasion required to make the APRM effective, credible and acceptable. Her Excellency Madam Ellen Johnson SIRLEAF has chaired the APRM Forum since May 2013 for a two-year term ending in June 2015.

THE APRM PANEL

The Panel of Eminent Persons exercises oversight of the APRM process with a view to ensuring the independence, professionalism and credibility of the process. Currently, there are 8 Panel Members drawn from all the five regions of Africa. The APR Panel is led by a Chairperson and a Vice-Chairperson elected for a one-year term from among the members of the Panel and appointed by the APRM Forum. The current chairperson of the APR Panel is Ambassador Fatuma NDANGIZA, from Rwanda, and the Vice-Chairperson is Ambassador Ashraf Rashed, from Egypt.

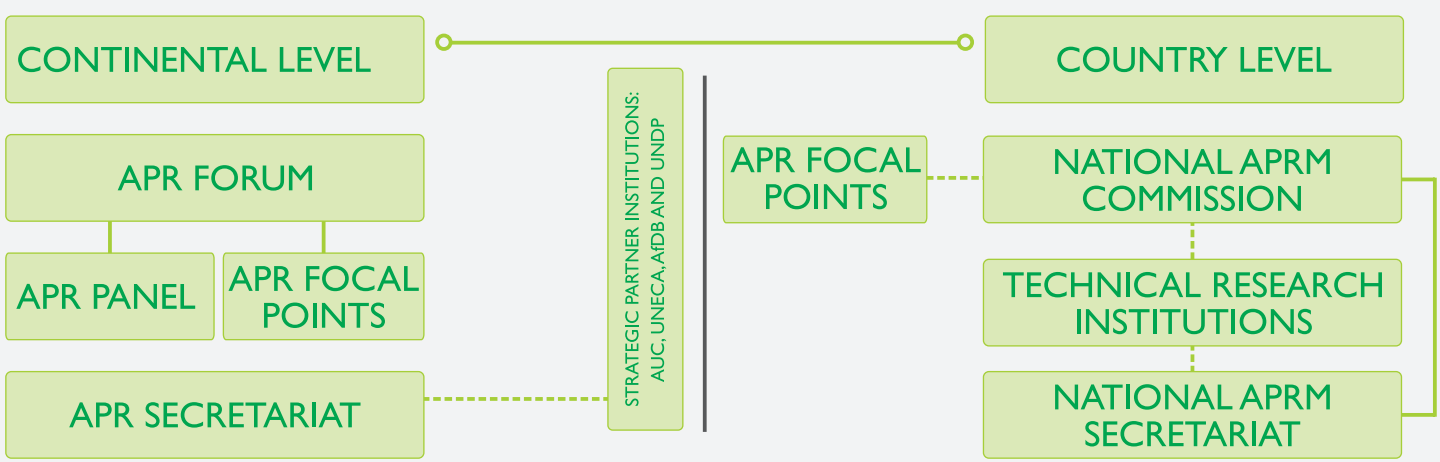
THE COMMITTEE OF APRM FOCAL POINTS

The Committee of APRM Focal Points is typically composed of Ministers or high-level government officials who advise their respective Heads of State or Government on APRM matters. The mandate of the Committee of APRM Focal Points includes oversight of the budget, resource mobilisation through member states, partners and donors, as well as oversight of the APRM Trust Fund and Audit.

THE APRM SECRETARIAT

The APRM Continental Secretariat provides technical and administrative support to the Panel of Eminent Persons. It is mandated to undertake the analytical and technical backstopping work that underpins the peer review processes.

ARPM GOVERNANCE STRUCTURES



CONTENTS

1. Foreword by the Chairperson of APR Panel	I
2. Introduction by the Chief Executive Officer	III
3. Governance Structure	V
PART I: GENERAL INFORMATION	**1**
4. Organisational Overview	2
5. Frequently-Asked Questions (FAQ)	3
PART II: ACTIVITIES	**5**
6. Country Review Processes	6
7. Activities Undertaken in 2014	11
a) Statutory Meetings	12
b) Partnership and Outreach Activities	13
8. Monitoring, Reporting and Evaluation Framework	17
PART III: HUMAN RESOURCE MANAGEMENT	**20**
9. Administration	21
PART IV: FINANCIAL INFORMATION	**24**
10. Statement of Financial Contributions	25
PART V: MANAGEMENT PROFILE	**28**
11. Panel Profile	29
PART VI: CONCLUSION	**36**
12. Conclusion and Perspectives for 2015	33

Organisational Overview

Historical background

The APRM was initiated in 2002 and established in 2003 by the African Union in the framework of the implementation of the New Partnership for Africa's Development (NEPAD). A voluntary self-assessment tool instituted by African Heads of State in 2003, the APRM was designed to promote more effective governance across four thematic areas: Democracy and Political Governance, Corporate Governance, Economic Governance and Management, and Socio-economic Development.

Implicit in its design were the core principles of voluntarism, peer support and peer learning. Furthermore, the 'peer review' process contributes to African ownership, encouraging States to monitor and support one another's ambitions and actions to establish good governance practices.

Mission

The primary objective of the APRM is 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 assessing requirements for capacity building.

Mandate

The mandate of the APRM is to ensure that the policies and practices of participating States conform to the agreed political, economic and corporate governance values, codes and standards contained in the Declaration on Democracy, Political, Economic and Corporate Governance. The APRM is the mutually agreed instrument for self-monitoring by the participating member Governments.

Principles

Every review exercise carried out under the authority of the Mechanism must be technically competent, credible and free of political manipulation. These stipulations together constitute the core guiding principles of the Mechanism.

> "By the close of December 2014, Thirty-four (34) Member States of the African Union had voluntarily acceded to the Mechanism. Seventeen (17) countries that had completed their self-assessment exercise had been peer-reviewed by the Forum of Heads of State and Government."

Frequently-Asked Questions (FAQ)

What are the Objectives of the African Peer Review Mechanism (APRM)?

The APRM is the mutually agreed instrument for self-monitoring by the participating Member States of the African Union. Its primary purpose is 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 sharing of experiences and reinforcement of successful and best practices, including identifying deficiencies and assessing the needs for capacity building.

What are the Principles of the APRM?

The core guiding principles of the Mechanism are broad-based participation, national ownership, technical competence and freedom from political manipulation.

What are the thematic areas of the APRM?

Performance and Progress in Governance are measured in four substantive areas:

- Democracy and Political Governance;
- Economic Governance;
- Corporate Governance; and
- Socio-economic Development

Which countries participate in the APRM Process?

Participation in the process is open to all Member States of the African Union. This will entail an undertaking to submit to periodic peer reviews, as well as to facilitate such reviews, and to ensure that the policies and practices of participating states conform to the agreed political, economic and corporate governance values, codes and standards contained in the Declaration on Democracy, Political, Economic and Corporate Governance.

How do countries become members of the APRM process?

Membership of the APRM is open to all the 54 member countries of the African Union. However, membership of the APRM is acquired on a voluntary basis. As of 31 January 2014, thirty-four (34) of the 54 Member Countries of the African Union are members of the APRM.

The process of accession usually starts with a country expressing its desire to become a member of the APRM. A Memorandum of Understanding (MoU) is then signed between the country and the APR Forum, a body comprising Heads of State and Government, at any of the biannual AU/APRM Summits.

Who is the Chairperson of the APR Forum?

The current Chairperson of the APR Forum is Her Excellency Ellen JOHNSON SIRLEAF, President of the Republic of Liberia.

What have been the major successes of the APRM?

Through its transparent processes, the APRM has opened up the political space for citizen participation in policy debates, fostered national dialogue and innovation, demystified complex subjects for the public and increased the advocacy for good governance and better service delivery. In some countries, the APRM findings have warned of impending crises, and indeed have provided a useful framework for reform.

How are Civil Society Organisations (CSOs) involved?

Civil Society Organisations are involved in all stages of the process which may include participation in one or more of the following structures or activities:

- The Advance/Support Mission meetings that provide a forum for learning about the process and interacting with the APRM Delegation;
- The National Governing Councils that provide strategic policy direction to the process at country level;
- The Technical Review Teams that coordinate the technical production of a Country Self-Assessment Report (CSAR) and the National Programme of Action (NPoA) document;
- The Country Review Team comprising independent African experts engaged in the four thematic areas;
- Workshops for evaluating and strengthening the APRM; and
- Country Review Missions that provide the opportunity for meetings between Civil Society Organisations and the APRM Country Review Team.

Is the APRM an assessment of the Executive Branch of Government?

The APRM is used by Member Countries to self-monitor all aspects of their governance and socio-economic development. The exercise is not limited to the Executive. It includes the legislative and judicial branches of government as well as an assessment of the private sector, civil society and the media in the areas of governance and socio-economic development.

The overall review process provides national forum for dialogue on governance and socio-economic indicators in the Member State and the opportunity to build national consensus on the way forward. The National Programme of Action (NPoA) prepared at the end of the review process updates the road map agreed upon by all the stakeholders.

What happens after the Peer Review?

The National Programme of Action (NPoA) is implemented after the peer review of a Member State at a Summit of the APRM Heads of State and Government (APR Forum). The NPoA addresses short-term, medium-term and long-term goals that are monitored systematically. The monitoring body can be the National Governing Councils or a smaller representative body including state and non-state actors. This body monitors the implementation of the NPoA and prepares a Six-monthly Progress Report for the APR Panel of Eminent Persons (APR Panel) and an Annual Progress Report for the APR Forum. After two to four years, the reviewed Member State is eligible for a subsequent review.

What is the National Governance Commission / National Governing Council?

This is the body that provides strategic policy direction to the implementation of the APRM. This body must contain upstanding citizens who command the respect of the general public. The Country Guidelines provide that the National Commission established to manage the process at national level should be autonomous from government and inclusive of all key stakeholders. In this context, membership must be diverse and representative to ensure the APRM spirit of broad-based participation.

ACTIVITIES:
REVIEW PROCESS

"By the close of December 2014, Thirty-four (34) Member States of the African Union have voluntarily acceded to the Mechanism. Seventeen countries that have completed their self-assesment exercise have been peer-reviewed by the Forum of Heads of State and Government."

UPDATE ON COUNTRY REVIEW PROCESSES

PEER-REVIEWED COUNTRIES

ALGERIA

Having presented its First and Second Progress Reports on its first APRM peer review process, Algeria is set to embark on its Second Review process.

BENIN

The 2012 Progress Report on the implementation of Benin's National Programme of Action (NPoA) was submitted to the APRM Secretariat in December 2013. However, it was not presented at the 21st Summit of the APR Forum in Malabo in June 2014.The Report has been revised to take into account some emerging developments.

BURKINA FASO

Burkina Faso is updating its Progress Report prepared in 2013 but was not presented during the year 2014. It is expected to present the Report in January 2015.

ETHIOPIA

Ethiopia launched its Country Review Report in 2013.The country is due for presentation of its first Progress Report on the NPoA.

GHANA

Ghana, one of the first APRM countries to be reviewed, has not presented its Progress Report in recent years. The APRM National Governing Council continues to monitor progress in the implementation of the NPoA.

It is noteworthy that Professor S.K.B. Asante, a distinguished member of the Ghana National Governing Council, published a book on Ghana's experience after ten years of the APRM. The book entitled *"The African Peer Review Mechanism as Africa's Innovative Thinking on Governance: A Decade of Ghana's Experience"*, was launched in Johannesburg, South Africa, from 8 to 9 September 2014. Professor Asante was the keynote speaker at a public lecture and round-table discussion on the book at the South African Institute of International Affairs. The Vice-Chairperson of the APR Panel of Eminent Persons and Lead Panel Member for Ghana, Ambassador Ashraf Rashed, was the Lead Respondent at both events. He observed that the book provides the Mechanism with many good practices that the APR Panel urges member states to study.

KENYA

In 2014, the Government of Kenya embarked on its second review process. Kenya conducted a nationwide consultative country self-assessment under the four thematic pillars of the APRM. Critical issues raised in the first Review Report of 2006, including constitutional reforms, poverty, unemployment and inequality, public finance management, regional integration, leadership and accountability, separation of powers, public service reforms and protection of the rights of women, children and vulnerable groups, served as the basis for an in-depth analysis in the self-assessment report. The self-assessment report is undergoing a validation process with stakeholders before it is submitted to the APR Panel in 2015.

LESOTHO

The APRM Secretariat, together with two APRM Strategic Partners, UNDP and UNECA, organised a Workshop on the Harmonization of the APRM National Programme of Action with the National Development Plan (NDP) in Maseru, Lesotho, in February 2014. The workshop was attended by members of the National Governing Council, women's groups, the media, government officials, leaders of political parties and youth organisations.

MALI

In 2014, the Government of Mali designated the Minister of Foreign Affairs as the APRM Focal Point, in place of the Minister of African Integration and Malians Abroad. The National Governing Council organised training and sensitisation activities for members of APRM bodies from all the eight regions of Mali to revive the APRM process and bring the APRM back to the forefront of the political agenda.

MAURITIUS

On 2 October 2014, the Mauritius African Peer Review Mechanism (APRM) held a stakeholders' meeting. The objective of the meeting was to review progress achieved since the launch of the Mauritius Review Report in December 2013 as well as to discuss the way forward in the implementation of the National Programme of Action (NPoA).

MOZAMBIQUE

Mozambique presented its first Progress Report at the 20th Summit of the APR Forum, held in Addis Ababa, Ethiopia, in January 2014. The APRM National Secretariat has been distributing Country Review Reports to the public and sensitising them on the issues identified in the Mozambique Review Report.

NIGERIA

In 2014, Nigeria started working on its Country Self-Assessment Report in preparation for the Second Review scheduled for 2016.

RWANDA

One of the first countries to be peer-reviewed, Rwanda has presented three Progress Reports and is ready to embark on its Second APRM Review process.

SIERRA LEONE

Sierra Leone's first Progress Report on implementation of the National Programme of Action (NPoA), was ready for the APR Forum in 2014. The Report is due for presentation at a Forum Summit in 2015.

SOUTH AFRICA

In January 2014, South Africa presented its 3rd Consolidated Progress Report on the implementation of its APRM National Programme of Action. The Report highlighted commendable progress achieved in the four areas covered by the APRM, especially in the fight against HIV/AIDS with significant increase in the citizens' access to antiretroviral therapy (ART), reduction of AIDS-related deaths, reduction of HIV transmission from mother to child and an increase in life expectancy. In 2014, South Africa also held sensitisation workshops with APRM Provincial Governing Councils in preparation for its Second APRM Review process.

TANZANIA

The Tanzanian National APRM Secretariat has held several workshops with civil society groups to discuss the content of the Country Review Report while waiting for the Government of Tanzania to officially launch the Review Report of Tanzania. Ministries and government agencies have held technical workshops on integrating the APRM NPoA into existing government policies and strategies, and this is expected to facilitate the implementation of APRM recommendations from the Review Report.

UGANDA

In May 2014, the Government of Uganda approved a new 8-member National Governing Council for the 2014-2017 period. The new NGC will be responsible for monitoring the implementation of the APRM Programme of Action for the remaining period of 2014-15, ensuring that the APRM reporting period is streamlined with that of the National Development Plan, and leading the second APRM self-assessment process.

ZAMBIA

A harmonisation mission on the APRM NPoA was held in Lusaka from 28 to 29 October 2014. The Lead Panel Member for Zambia, Professor Al-Amin Abu Manga, brought key APRM continental experts from South Africa and Benin to Zambia to share their experiences in harmonising the APRM programmes with the national budget. The country has now embarked on the implementation of the NPoA, and will soon present its first Progress Report.

COUNTRIES IN VARIOUS STAGES OF THEIR REVIEW PROCESS

CHAD

The Lead Panel Member for Chad, Hon. Joseph Tsang Mang Kin, led the Support Mission including Representatives of the APRM Strategic Partners to Chad from 14 to 16 December 2014. The outcomes included (i) Signing of the Memorandum of Understanding (MOU) relating to Technical Assessment Missions and the Country Review Visit with the Government of Chad; (ii) An Agreed Road Map for the successful review of Chad; and (iii) A workshop on the Revised APRM Questionnaire to be held in early 2015.

DJIBOUTI

In August 2014, Djibouti submitted to the APR Panel and Secretariat its Country Self-Assessment Report and preliminary National Programme of Action (NPoA), in preparation for its first review mission. The Country Review Mission is scheduled to take place in 2015.

EQUATORIAL GUINEA

Equatorial Guinea acceded to the APRM in January 2014 in Addis Ababa, Ethiopia. The President of the Republic has appointed Dr. Sergio Esono ABESO TOMO as APRM Focal Point and the President's Special Advisor on APRM.

GABON

On the margins of the Regional Workshop on the APRM that was held in Chad on 16 May 2014, the Lead Panel Member for Gabon, Professor Mahamoud Youssouf Khayal, and two members of Gabon's APRM National Secretariat met to discuss Gabon's self-assessment process. The Meeting agreed on the need to fast-track the APRM process and implement a road map leading to the first peer review of Gabon.

LIBERIA

Liberia is working on the membership of its National Governing Council. Although the country faced the Ebola challenge in 2014, it is being encouraged to finalize its national structures and embark on its self-assessment process.

MAURITANIA

Mauritania hosted an Advance Mission led by Dr. Mustapha Mekideche from 22 to 24 April 2014. During the Mission, a road map for the APRM process and the desired profile of members of the National Governing Council were approved.

NIGER

Niger acceded to the APRM in July 2012 and established its National APRM Commission (CN/MAEP) in April 2014. An Advance Mission to Niger is scheduled for 2015.

SENEGAL

The Lead Panel Member for Senegal, Dr. Mustapha Mekideche, led a mission comprising the three Strategic Partners of the APRM - UNDP, UNECA and AfDB - to Senegal from 2 to 6 December 2014. The outcomes included (i) Signing of the Memorandum of Understanding (MOU) relating to Technical Assessment Missions and the Country Review Visit with the Government of Senegal; (ii) An Agreed Road Map for the review of Senegal; and (iii) A workshop on the Revised APRM Questionnaire in early 2015.

SUDAN

The Vice-Chairperson of the Panel and Lead Panel Member for Sudan, Ambassador Ashraf Rashed, led a Follow-up Mission to Sudan from 7 to 9 Dec 2014. The Mission sensitised stakeholders in states outside Khartoum, namely, the states of Red Sea and Gedaref, to reinvigorate the APRM process in the countryside. The Mission also met with stakeholders in Khartoum, including the Vice-President of Sudan, the Speakers of the National Assembly and the Council of States, and leaders of Opposition Parties. Sudan is scheduled to receive its first Country Review Mission in 2015.

TOGO

Togo has established some national APRM structures and an Advance Mission to Togo is scheduled for 2015 to finalise the preparatory phase.

TUNISIA

Tunisia is scheduled to receive an advanced mission in the first semester of 2015.

COUNTRIES MAKING SLOW PROGRESS

ANGOLA

Angola acceded to the APRM on 8 July 2004, and the Panel is eager to work with the national APRM Focal Point to commence APRM activities in the country.

CAMEROON

Cameroon acceded to the APRM on 3 April 2003. Whereas several missions have been fielded to kick-start the APRM process in Cameroon, the country is yet to establish a National Governing Council in conformity with APRM procedures and the process has been slow.

REPUBLIC OF CONGO

Since its accession to the APRM in 2003, the Republic of Congo has witnessed a slow process. The APR Panel has scheduled an Advance Mission to the Republic of Congo in 2015 to help ignite the national APRM processes.

EGYPT

An Advance Mission to Egypt is scheduled for 2015, as recommended by the Panel and the APRM Focal Point for Egypt.

MALAWI

Malawi held general elections on 20 May 2014 that ushered in a new administration led by President Peter Mutharika.As Malawi has received both Advance and Follow-up Missions, it is expected that the APRM process will be reinvigorated with the new government in place.

SÃO TOMÉ & PRINCIPE

Parliamentary elections were held in São Tomé & Principe on 12 October 2014 and an opposition party has now formed the new government. The Advance Mission to São Tomé & Principe should take place in 2015, after the designation of a Focal Point by the new Government.

AFRICAN PEER REVIEW MECHANISM
APRM

AFRICAN UNION

ACTIVITIES UNDERTAKEN IN 2014

STATUTORY MEETINGS

APR FORUM SUMMITS

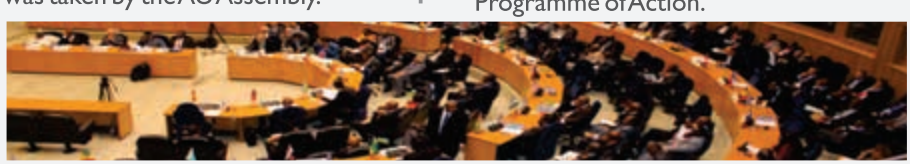
The APR Forum held its two statutory Summits in January 2014 in Addis Ababa, Ethiopia and in June 2014 in Malabo, Equatorial Guinea.

During the 20th Summit in Addis Ababa, the Heads of State and Government peer-reviewed the Progress Reports on implementation of the National Programmes of Action of South Africa and Mozambique. His Excellency Teodoro Obiang Nguema Mbasogo, President of the Republic of Equatorial Guinea, then signed the APRM Memorandum of Understanding on Accession (MoU), which brought the membership of the APRM to 34 countries.

The Malabo Summit focused on the financial and administrative issues of the APRM Secretariat. It was at this 21st Summit that Dr. Ibrahim Assane Mayaki, the Chief Executive Officer of the NEPAD Agency, was appointed Interim CEO of the APRM Secretariat, pending the recruitment of a substantive CEO. It was also at the Malabo Summit that the landmark decision on the integration of the APRM into the African Union (Assembly/AU/Draft/Dec.11/XII) was taken by the AU Assembly.

RETREAT OF THE APR PANEL AND APRM FOCAL POINTS

The APR Panel and APRM Focal Points organised a Retreat in Johannesburg, South Africa, from 5 to 6 September 2014. The Retreat discussed strategic issues concerning the Mechanism, including fast-tracking the review process in Member States and sustainable funding of the APRM. The joint meeting approved a Draft 2015 APRM Work Plan as well as the Monitoring, Reporting and Evaluation Framework for the National Programme of Action.



PARTNERSHIP AND OUTREACH ACTIVITIES

SENSITISATION MISSION TO THE EAST AFRICAN LEGISLATIVE ASSEMBLY

In an effort to raise awareness of APRM in Africa, the Chairperson of the APR Panel, Ambassador Fatuma Ndangiza, led a Sensitisation Mission to the East African Legislative Assembly (EALA) in Arusha on 28 March 2014. The purpose of the mission was threefold:

a. to engage with EALA and update them on the APRM process;
b. to raise awareness and commitment to the process; and
c. to develop partnerships between APRM and EALA in promoting the goals of the Mechanism.

Among the Resolutions made, the members undertook to carry out a joint Mission (APRM/EALA) to Burundi to convince the Authorities to accede to the APRM. It was also agreed that EALA will spearhead activities and promote the APRM within the Community. The modalities will be worked out by the Assembly with technical assistance from the APRM.

SENSITIZATION MISSION TO THE PAN-AFRICAN PARLIAMENT (PAP)

The APR Panel undertook a Sensitisation Mission to the Pan-African Parliament in Midrand, South Africa, during the PAP Committee Session in August 2014. The mission culminated in a recommendation on the presentation of APRM Country Review Reports at PAP sessions. The recommendation was unanimously approved by the Pan African Parliament during its October 2014 Ordinary Session.

POPULARISING THE APRM THROUGH THE MEDIA IN SOUTHERN AFRICA

On 30 July 2014, a workshop was jointly organized by the South African Institute of International Affairs (SAIIA) and the National APRM Office in the South African Department of Public Service and Administration to popularise APRM in Southern Africa. The workshop brought together media representatives, and other interested participants, including representatives from Kenya, Tanzania and Zambia, to discuss ways and means of increasing media coverage of the APRM in Southern Africa.

APRM REGIONAL WORKSHOP

In 2014, the APR Panel approved regional workshops to be organised in regional economic communities throughout the continent to sensitise stakeholders on the APRM. The regional workshops will provide an opportunity to bring Member States together for several reasons, including:

(i) Fostering dynamic positive interactions between participating Member States in the framework of a collective peer apprenticeship within the APRM;

(ii) Inviting non-member countries of the APRM as observers, so that they can take advantage of their presence to learn and prepare for their future accession to the APRM; and

(iii) Briefing Regional Economic Communities (REC) on the APRM, so that they assist in promoting the governance processes.

The APRM Secretariat, in partnership with the Government of Chad organized the first Regional Workshop for the Economic Community of Central African States (ECCAS) region in N'djamena, Chad, from 15 to 16 May 2014. The Workshop brought together stakeholders from Chad as well as representatives from the Republic of Congo, Gabon, São Tomé and Principe, the Democratic Republic of Congo (DRC) and Central African Republic (CAR). Members of APRM National Governing Councils or Secretariats of Mali, Benin, Ghana and Mozambique were also present to share their country experiences with the APRM. One positive outcome of the meeting is that Chad is now on track with its review process. The Workshop also offered a platform to non-member states (DRC and CAR) to learn about the Mechanism and the inherent benefits. Two regional workshops are also scheduled to take place in 2015, for the SADC and ECOWAS regions respectively.

AFRICA WEEK 2014: THE AFRICA WE WANT: SUPPORT OF THE UNITED NATIONS SYSTEM TO THE AFRICAN UNION'S AGENDA 2063"

The APR Panel and the APRM Secretariat participated in the 2014 Africa-NEPAD Week. The event is held annually in New York under the auspices of the United Nations Office of the Special Adviser on Africa (OSAA) in support of the African Development Agenda. The Africa Week, which ran from 13 to 17 October 2014 at the UN Headquarters, offered a platform to the APRM to enhance its visibility and importance as the governance monitoring mechanism of the African Union. These events created clear interest in the APRM among the international community, in particular the UN, as manifested in several invitations to the APR Panel aimed at discussing how the APRM can be utilised as the monitoring and accountability mechanism for the Post-2015 Development Agenda.

CONFERENCE ON "CIVIL SOCIETY AND THE AFRICAN PEER REVIEW MECHANISM IN TANZANIA"

The Conference, which was held from 5 to7 November in Dar es Salaam, brought together civil society organisations to discuss the findings of opinion surveys on the views expressed by CSOs in Tanzania and their understanding of the APRM. After the Conference, participants understood that APRM is an African-owned programme, a Mechanism to assist countries and citizens to improve their governance in order to achieve their development goals. Opportunities for citizen participation and monitoring of the APRM governance assessments and how the APRM ties in with the daily activities of civil society groups were explained.

CONFERENCE ON THE THEME "IS THE AFRICAN PEER REVIEW MECHANISM STRENGTHENING GOOD GOVERNANCE IN UGANDA IN 2014?" - A GLOOMY OUTLOOK

The Conference held on 11 and12 November 2014 in Kampala on the above-mentioned theme brought together the Uganda National NGO Forum (UNNGOF) member associations to discuss the results of the EISA Opinion Survey of Non-state Actor views on the APRM and Governance. Although the APRM is a useful tool for promoting good and accountable government in Africa, respondents to the survey had pessimistic views on the impact of the APRM on governance in Uganda. According to the preliminary Survey Results commissioned by the Electoral Institute for Sustainable Democracy in Africa (EISA), 77.40% of the respondents stated that the APRM process has not helped to improve governance. 96.2% of the respondents were of the view that the APRM and its aims are largely unknown to the ordinary person on the street, while 68.2% of the respondents were dissatisfied (18.2% of these respondents being very dissatisfied) with the quality of governance in their country. The Conference enlightened the participants on the achievements attributed to the APRM, which are often not adequately reported.

HIGH-LEVEL DIALOGUE ON ENDING AIDS BY 2030

On 25 November 2014, the APR Panel participated in the "High-level Dialogue on Ending AIDS" organised by the African Union Commission (AUC), UN Economic Commission for Africa (UNECA) and the UN Joint Programme for HIV and AIDS (UNAIDS) as part of the continental World AIDS Day activities. The Panel underscored the importance of the APRM as a monitoring and accountability mechanism in the implementation of HIV and AIDS commitments and called on stakeholders to put pressure on governments to honour their commitments and strengthen the APRM to enable the institution to deliver effectively on its mandate.

5TH MEETING OF THE OECD/SOE NETWORK FOR SOUTHERN AFRICA

The APRM Secretariat attended the 5th Meeting of the OECD/SOE Network for Southern Africa held in Lusaka from 26 to 27 November 2014. The outcome of deliberations with business representatives and SOE was the launch of the Guidelines for the Governance of State-Owned Enterprises for the SADC Region, as well as the sharing of good practices for encouraging responsible business conduct in SOEs in Southern Africa.

TRACKING THE IMPLEMENTATION AND ACHIEVEMENTS OF AU FRAMEWORKS AND DECISIONS ON HEALTH AND EDUCATION

The APRM Secretariat and the NEPAD Science and Technology Innovation Hub have embarked on a project aimed at tracking the implementation and achievements of AU Frameworks and Decisions on Health and Education.

The project involves:

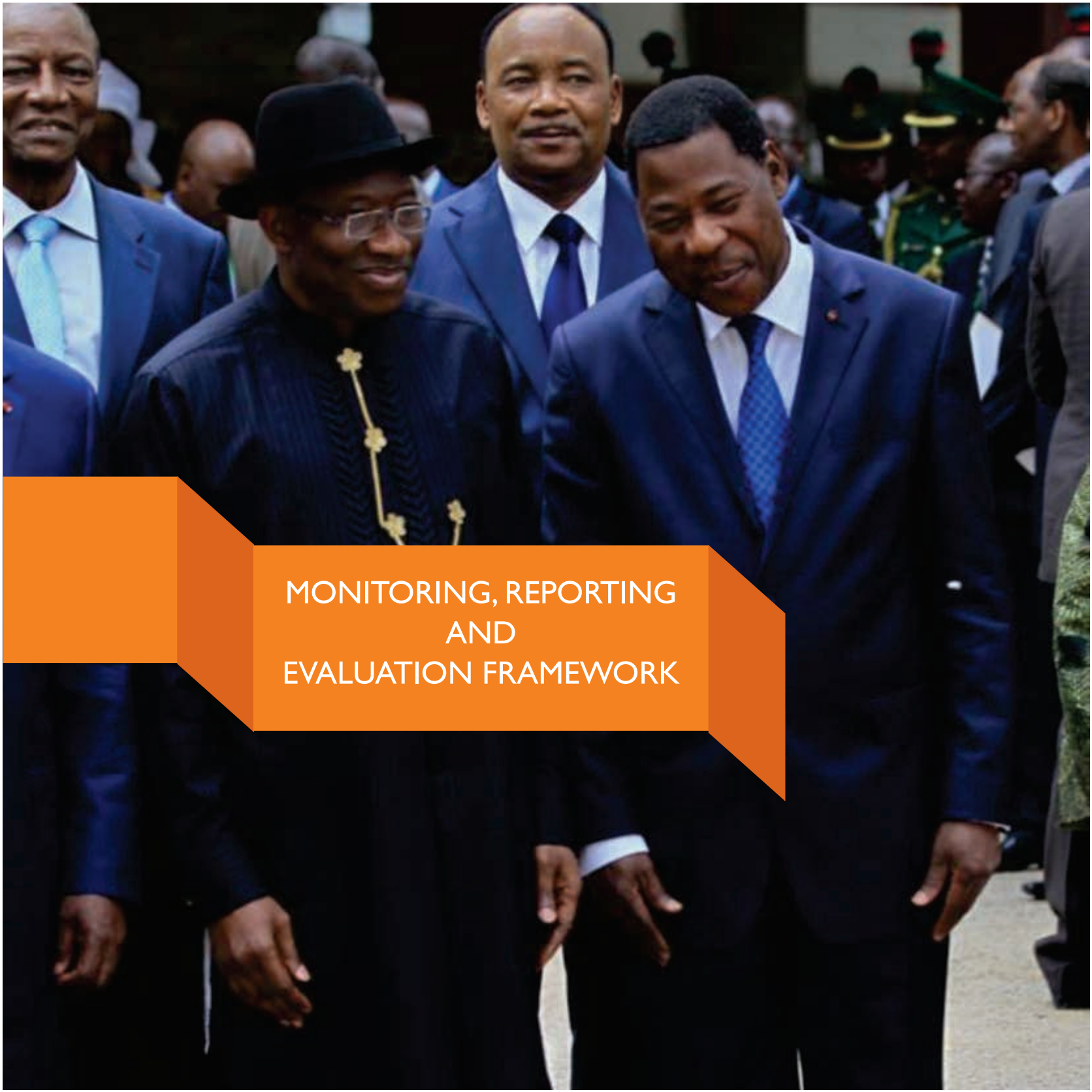
i. the analysis of the APRM Questionnaire, in relation to the comprehensive list of AU commitments with regard to health and education indicators and identification of gaps in the Questionnaire;
ii. the alignment of the APRM Questionnaire with the Common African Position on the Post-2015 Development Agenda, and the UN Sustainable Development Goals, with the objective of establishing synergies among the frameworks.

LAUNCH OF A STUDY ON CORPORATE GOVERNANCE IN AFRICA

The Secretariat attended the launch of a South African Institute of International Affairs report that discussed the business environment, stakeholder management issues, corporate social investment practices and business ethics in six APRM member countries in Southern Africa. The launch took place on 13 November 2014 in Johannesburg and was attended by representatives from the private sector, regulators and the corporate governance research community.

KNOWLEDGE MANAGEMENT AND DRAFT COMMUNICATION STRATEGY & POLICY

As part of the efforts to position the APRM on the leading edge of thinking on governance issues in Africa, the APRM Secretariat developed a Draft Communication Strategy & Policy in 2014, which will guide the implementation of the knowledge management for the APRM.



MONITORING, REPORTING AND EVALUATION FRAMEWORK

THE MONITORING, REPORTING AND EVALUATION (MR&E) FRAMEWORK FOR THE APRM

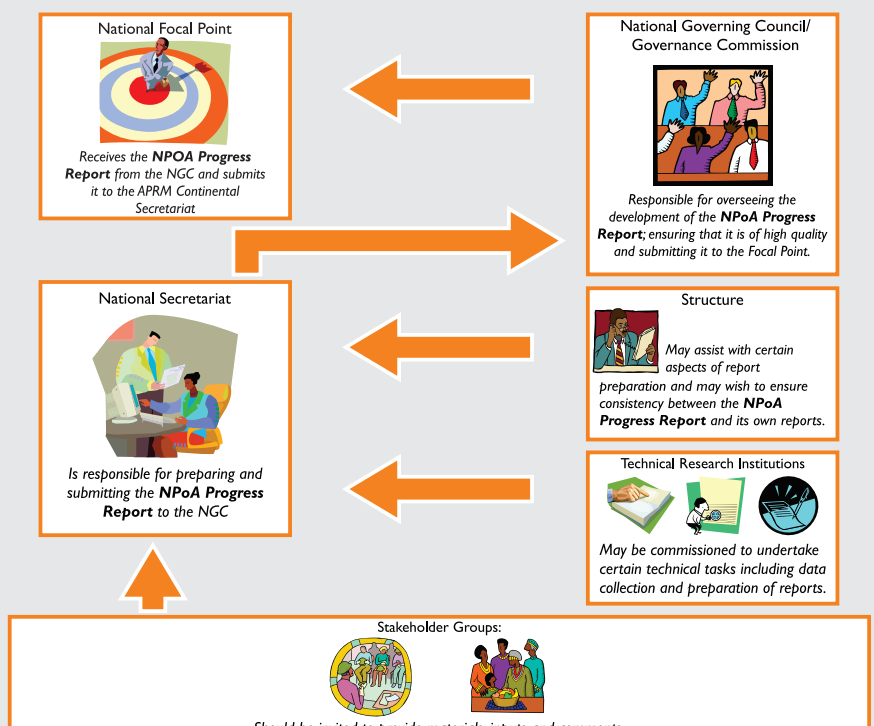
The MR&E framework is the outcome of a review of current practices used in reporting progress in the implementation of APRM National Programmes of Action (NPOAs) by Member States. The Secretariat developed two documents to assist countries report on progress in more structured way:

(I) The Guidelines for National-level Monitoring and Reporting on the Implementation of the APRM NPOAs which guide Member States in the area of NPOA monitoring and reporting after the peer review; and

(ii) the Guidelines for national evaluation of country participation in the APRM, which guide Member States in their evaluation of the APRM process, to be completed every 8 years.

The Guidelines for National-level Monitoring and Reporting on the Implementation of the APRM NPOAs

Diagram showing roles in the preparation of the NPOA Progress Reports



The Guidelines for National-level Monitoring and Reporting on the Implementation of the APRM NPOAs are relevant to the two types of reviews, the Base Reviews that are the first reviews for each Member State, and the subsequent Periodic Reviews. They are to support the implementation of the NPoA after each peer review at the Summit of APR Forum of Heads of State and Government.

National Programmes of Action

The pillar of a successful monitoring, reporting and evaluation framework at the national level is the preparation of a good National Programme of Action (NPOA). The guidelines recommend that a clear and direct focus on governance improvement be retained when drafting NPOAs. Within each thematic area, care should be taken to ensure that the items included in the Programme relate directly and primarily to the issues that emerged as important priorities from a governance perspective in the country review. Care must be taken to also ensure that the programme does not include items that are tangentially relevant.

The preparation of the NPoA should be a process that fosters Government buy-in, since it will be responsible for implementation, but care should also be taken to include appropriate civil society representative structures and the country's APRM National Governance Council/Commission.

Experts developing a country's NPoA should ensure that costs are as realistic as other programmes included in a country's official budget. A template for a standardised NPOA is included in the guidelines to assist Member States to develop a coherent and comprehensive National Programme of Action.

While each of the items in the NPOA will indicate what agency or entity is responsible for its implementation, Government is ultimately responsible for the implementation of the NPoA in line with its commitment in acceding to the APRM. The Government also has responsibility for marshalling resources for the implementation of the NPoA as a whole.

Progress Reports on NPoA Implementation

The Guidelines also provide a template that describes best practices in regular reporting on progress in the implementation of National Programmes of Action. A well-developed progress report will help to meet the following objectives, amongst others:

- Ensuring that a Member State implements the national priorities as agreed by stakeholders during the review process and keeps to commitments made in the APRM NPoA for remedial steps in addressing gaps in governance as identified in the review;

- Monitoring progress in the achievement of goals set in the NPoA during implementation; and

- Identifying gaps and the human, technical or financial resources required to undertake programmes and initiatives set out in the NPoA.

Although Governments of Member States are primarily responsible for implementing NPOAs, the reporting system should be independent and transparent. In this regard, the National Governing Council/Commission is given the ultimate responsibility for monitoring and oversight of NPoA implementation. As broad-based participation is one of the fundamental principles of the APRM, it is important that a national oversight mechanism also takes this into account. It is recommended that the National Governing Council should continue to meet periodically in order to play its leadership and oversight roles, and that NPoA Progress Reports be submitted annually.

Guidelines for national evaluation of country participation in the APRM

The Guidelines for national evaluation of a Member State's participation in the APRM allow for a full assessment of the APRM process every eight years. Evaluating participation in the APRM enables each country to assess what has been achieved through its involvement in the Mechanism, and identify the accrued benefits that can be optimised.

It also paves the way for addressing challenges and shortcomings in APRM implementation. The evaluation should answer questions such as: to what extent has participation in the APRM provided benefits to the country whose participation in the Mechanism is being evaluated? Have the accrued benefits been effective, considering the costs of participation?

HUMAN RESOURCE MANAGEMENT: ADMINISTRATION

ADMINISTRATION AND FINANCIAL REPORT

The Secretariat is mandated to provide secretarial, technical, coordinating and administrative support services for the implementation of the APRM. With the existing limited capacity, the Secretariat has managed to support the work of all APRM governance structures, namely, APR Panel, Committee of APRM Focal Points and the APR Forum. In its attempts to enhance its capacity, the Secretariat expedited the implementation of corporate support services through the establishment of units such as Procurement, Human Resources, Finance and Information Technology. That initiative enabled the Secretariat to operate in its own capacity, independent of the Development Bank of Southern Africa, which had been hosting the Secretariat since its inception.

a) Transformation of the Secretariat

To further enhance the capacity of the Secretariat, the APR Forum, at its 21st Session held in June 2014 in Malabo, Equatorial Guinea, resolved to transform the APR Secretariat into a structure with a strong administrative capacity to effectively support APRM programmes. The transformation process was kick-started with the prompt endorsement of leadership changes at the Secretariat level. This would be followed by the swift recruitment process for a substantive Chief Executive Officer and senior management for the Secretariat.

To ensure implementation of some decisions that would bring stability at the Secretariat, the APR Forum approved the appointment of the current CEO of the NEPAD Agency as Interim CEO of the APRM Secretariat pending the finalisation of the recruitment process for the CEO by January 2015.

b) Integration of the APRM into the African Union

One of the major deliverables during the interim period was the Integration of the APRM into the African Union. At its 23rd Session, the Assembly of the African Union adopted a Decision to integrate the APRM as an Autonomous Entity within the AU System. In terms of this decision, the AUC and the APR Secretariat were requested to consult on the practical modalities involved in the integration of the APRM into the AU System, taking into account the fact that:

- APRM is a voluntary organization of AU Member States;
- APRM exercises autonomy in its financial and budgetary processes;
- APRM's legal personality, structure, administrative, human resources and financial management shall be based on the standard procedures of the AU System;

Based on the mandate of the Malabo AU Summit, consultations between the Secretariat and AUC took place and culminated in a road map with the following highlights:

- Progress recorded to date by the Secretariat in adopting AU rules, regulations and practices for its administration, finance and HR issues.
- Options on the "integration modalities" reflecting the mandate of the Malabo AU Summit for consideration by APRM governing structures and stakeholders.
- Ongoing technical interaction between the APRM Secretariat and AUC through staff secondment in the fields of HR, Finance and Administration.
- An engagement strategy with APRM governing structures and stakeholders on the proposed options of the integration modalities to ensure the maximum buy-in.

c) Funding of Secretariat Operations

In 2014, the Secretariat was faced with financial troubles as a result of the non-payment of mandatory contributions by some member countries. That situation made it difficult for the Secretariat to meet its financial obligations. In response to this financial challenge, the transitional management introduced the following measures:

- Cost saving measures and stepping up of a resource mobilisation drive targeting the fulfilment of the financial obligations of Member States and the support from Strategic Partners.
- Introduction of financial controls including changing payment approval signatories.
- Negotiations with creditors on payment terms – which included pro-rata payment arrangements
- Design of the Resource Mobilisation Strategy to guide the Mechanism in encouraging Partners and Member States to support the funding of the APRM.
- The Secretariat re-engaged the UNDP towards the full operationalisation of the APRM Trust Fund through replenishment from bilateral and multilateral partners.
- Finalisation of the 2011/2012 APRM Audit and commencement of the 2013/2014 exercise.
- Design and approval of the result-based budgets and work plans of the Secretariat for 2014 and 2015 by the Committee of Focal Points.
- Confirmation to convene the APRM Retreat with the Strategic Partners (UNDP, ECA and AfDB) on 24 January 2015 towards mobilising support for the implementation of the budget and work plans.

Consequently, as at 31 December 2014, the APRM Secretariat had received contributions totalling **US$ 2,319,473** from 9 out of 34 Member Countries, namely: Burkina Faso, Ethiopia, Kenya, Mozambique, South Africa, Sudan, Rwanda, Uganda, and Zambia.

d) Staffing

The APRM Secretariat had been operating with a skeleton staff, pending the finalisation and approval of a new organisational structure. The new structure has been approved with a finalised recruitment planning. The new structure comprises 45 positions, of which only 18 were filled in 2014.

The table shows the staff complement as at the end of 2014.

Staff Category	Male	Female	Total
Professionals	6	5	11
General Staff	2	5	7
TOTAL	8	10	18

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FINANCIAL REPORT

Statement of Financial Contributions

FINANCIAL REPORT

Statement of Financial Contributions

MEMBER COUNTRY	DATE OF ACCESSION	CONTRIBUTIONS 2004 –2014			Outstanding Contributions as at 31 December 2014
		Expected Contributions 2004 –2014 (USD)	Contributions Received 2004 –2013 (USD)	Contributions Received in 2013 (USD)	
Algeria	09-Mar-03	1,100,000	2,500,000	-	-
Angola	08-Jul -04	1,100,000	900,000	-	(200,000)
Benin	31-Mar-04	1,100,000	640,000	-	(460,000)
Burkina Faso	09-Mar-03	1,100,000	900,000	200,000	-
Cameroon	03-Apr-03	1,100,000	904,285	-	(195,715)
Chad	25-Jan -13	200,000	-	-	(200,000)
Congo	09-Mar-03	1,100,000	206,471	-	(893,529)
Djibouti	01-Jul -07	800,000	200,000	-	(600,000)
Egypt	09-Mar-04	1,100,000	1,300,000	-	-
Equatorial Guinea	26-Jan -14	100,000	-	-	(100,000)
Ethiopia	09-Mar-03	1,100,000	600,000	100,000	(400,000)
Gabon	14-Apr-03	1,100,000	825,000	-	(275,000)
Ghana	09-Mar-03	1,100,000	900,000	-	(200,000)
Kenya	09-Mar-03	1,100,000	983,318	116,682	-
Lesotho	08-Jul -04	1,100,000	800,000	-	(300,000)
Liberia	29-Jan -11	400,000	-	-	(400,000)
Malawi	08-Jul -04	1,100,000	300,000	-	(800,000)
Mali	28-May -03	1,100,000	800,000	-	(300,000)
Mauritania	30-Jan -08	700,000	-	-	(700,000)
Mauritius	09-Mar-03	1,100,000	100,000	-	(1,000,000)
Mozambique	09-Mar-04	1,100,000	900,000	300,000	-
Niger	22- Jul -12	300,000	-	-	(300,000)
Nigeria	09-Mar-03	1,100,000	4,350,000	-	-
Rwanda	09-Mar-03	1,100,000	500,000	500,000	(100,000)
SãoTomé & Príncipe	28-Jan -07	800,000	-	-	(800,000)
Senegal	09-Mar-04	1,100,000	935,346	-	(164,654)
Sierra Leone	08-Jul -04	1,100,000	100,000	-	(1,000,000)
South Africa	09-Mar-03	1,100,000	9,763,671	248,826	-
Sudan	22-Jan -06	900,000	100,000	245,000	(555,000)
Tanzania	08-Jul -04	1,100,000	903,968	-	(196,032)
Togo	29-Jun -08	700,000	202,000	47,121	(450,880)
Tunisia	01-Jan -13	200,000	-	-	(200,000)
Uganda	09-Mar-03	1,100,000	380,000	515,064	(204,936)
Zambia	22-Jan -06	900,000	746,098	-	(153,902)
TOTAL		**31,300,000**	**31,740,157**	**2,272,693**	**(11,149,647)**

PROFILE:
APR PANEL OF EMINENT PERSONS

Ambassador Fatuma Ndangiza

Ambassador Fatuma Ndangiza was appointed to the APR Panel of Eminent Persons at the 16th Summit of the APR Forum held in Addis Ababa on 28 January 2012. Ambassador Ndangiza was appointed Chairperson of the APR Panel of Eminent Persons at the 20th Summit of the APR Forum held in Addis Ababa on 29 January 2014. She is also Deputy CEO of the Rwanda Governance Board, whose mission is to promote good governance and decentralisation in Rwanda. Prior to her assumption of these positions, Ambassador Ndangiza was the Rwandan Ambassador to Tanzania from 2009 to 2011, and was accredited to Malawi, Zambia, Seychelles and Madagascar. In this capacity, she oversaw regional integration matters concerning the East Africa Commission and COMESA. From 2002 to 2009, Ambassador Ndangiza was the Executive Secretary of the National Unity and Reconciliation Commission in Rwanda that spearheaded healing and reconciliation among Rwandans. She also pioneered the Women's Civil Society Movement and the advancement of women empowerment and gender equality in Rwanda

Ambassador Ashraf Rashed

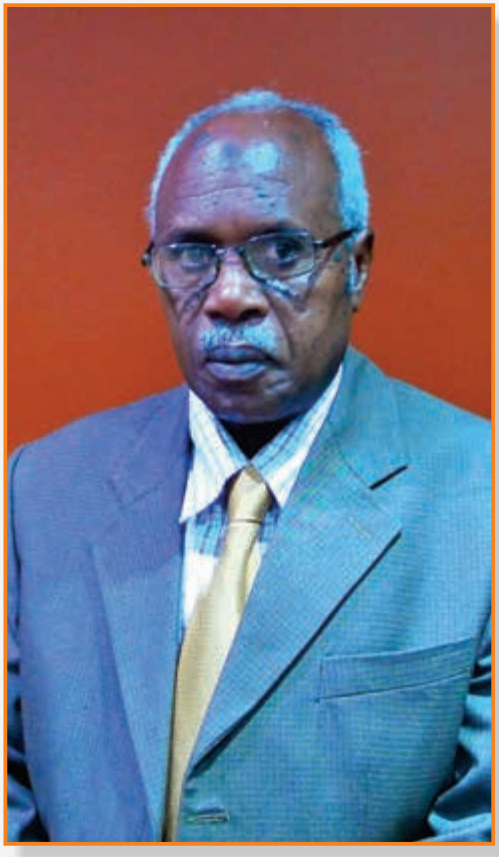
Ambassador Ashraf Rashed was appointed to the APR Panel of Eminent Persons at the 16th Summit of the APR Forum held in Addis Ababa on 28 January 2012. Ambassador Rashed was appointed Vice-Chairperson of the APR Panel of Eminent Persons at the 20th Summit of the APR Forum held in Addis Ababa on 29 January 2014. During a long and distinguished career, Ambassador Rashed served as the Egyptian Assistant Foreign Minister for African Affairs, Assistant Foreign Minister for European Affairs and Arab Coordinator for Euro-Mediterranean Cooperation, Deputy Assistant Foreign Minister for Strategic and Security Organisations in Europe, and Ambassador to Italy (2006-2011) and Ireland (1999-2003). He served as an International Consultant, World Food Programme Facilitator and Chairman for Consultations on Humanitarian Assistance and Risks in Somalia involving UN Agencies (2011).

Dr. Mustapha Mekideche

Dr. Mustapha Mekideche was appointed to the APR Panel of Eminent Persons at the 16th Summit of the APR Forum held in Addis Ababa on 28 January 2012. Dr. Mekideche is the Vice-President of the National Economic and Social Council of Algeria (CNES). He has also served as Adviser to the Energy Minister of Algeria, Founder and CEO of ENEP, the engineering subsidiary of Sonatrach, Director of Sonatrach for the industrial petrochemical zones of Arzew and Skikda, and as a Strategy Consultant in the Oil &Gas Industry. Dr. Mekideche began his career as a Director at Sonatrach for the industrial petrochemical zones of Arzew and Skikda. Since 1997, he has been operating a consultancy firm serving the Oil & Gas Industry. Dr. Mekideche obtained his PhD in Economics from the University of Grenoble in France and also has a Degree in Mathematics from University of Algiers.

Professor Mahamoud Youssouf Khayal

Professor Mahamoud Youssouf Khayal, was appointed to the APR Panel of Eminent Persons at the 20th Summit of the APR Forum held in Addis Ababa in January 2014. He was Lecturer, Researcher and Director General of the National Centre of Higher Education in Science and Technology for 15 years and is currently Director General of the National Institute for Support to Research. Pr. Mahamoud Youssouf Khayal is the author of several scientific publications and has been recognised through many awards including Knight of the National Order of Chad (2003).



Professor Al-Amin Abu-Manga

Professor Al-Amin Abu Manga was appointed to the APR Panel of Eminent Persons at the 20th Summit of the APR Forum held in Addis Ababa in January 2014. Al-Amin Abu-Manga is a Professor of African Languages and Linguistics, former Director of The Institute of African & Asian Studies, University of Khartoum, and at present, the Head of the Department of Sudanese & African Languages at the above institute. He has been a member of the University Senate for 23 consecutive years. In the academic sphere, Professor Abu-Manga has published 13 books (as author or editor) and more than 40 research papers. He is also the Editor-in-Chief of the *Bulletin of Sudanese Studies* (an annually issued scientific journal).

Professor Abu-Manga has participated in 41 academic conferences around the world. He is frequently present in the Sudanese Media (daily newspapers, Radio and TV) and among the founders of '*Voice of Africa Section*' in the National Radio Corporation (Sudan). Within the framework of public services, Professor Abu-Manga is the Chairman of the 'Council for Development and Promotion of the National Languages' (created through a Presidential Resolution) and a member of many other national committees and councils. He speaks Arabic, English, French, German, Hausa and Fulfulde.

H.E. Edem Kodjo

H.E. Edem Kodjo was appointed to the APR Panel of Eminent Persons at the 20th Summit of the APR Forum held in Addis Ababa in January 2014. He was Secretary-General of the Organisation of African Unity from 1978 to 1983. He served as Prime Minister of Togo from 1994 to 1996 and from 2005 to 2006.

Hon. Joseph Tsang Mang Kin

Hon. Joseph Tsang Mang Kin was appointed to the APR Panel of Eminent Persons at the 18th Summit of the Forum held in Addis Ababa in January 2013. He is a CPTM Companion and a member of the CPTM International Advisory Council. Hon. Joseph Tsang Mang Kin started his career as a reporter, then was appointed Education Officer, Minister-Counsellor in Paris and Brussels and Deputy Director of the Commonwealth Foundation in London. He left government service to join politics became Secretary General of the Mauritius Labour Party and was then elected an MP and appointed Minister of Culture and Minister of Civil Service Affairs. Here, his legacy includes the National Library, the National Art Gallery, the History Museum of Mauritius, the Frederick Hendrick Museum and the Nelson Mandela Centre for African and Creole Culture. An essayist and a poet, writing in both English and French, he has produced essays, plays and poetry on Mauritian History, Diplomacy, Slavery, Literature, *Francophonie*, Early Christian History, Chinese Philosophy, and on the African, Chinese and Indian Diasporas. He has also been a speaker on these subjects at Universities in Canada, China, Réunion Island and in Africa, and also in Commonwealth countries and at UNESCO Forums.

Hon. Joseph Tsang Mang Kin holds degrees from the University of London and the Geneva Graduate Institute for International Studies. He holds distinctions from Senegal: *Chevalier de l'Ordre national du Lion;* France: *Chevalier de l'Ordre des Palmes Académiques;* China: *Brilliance of China* and Mauritius: *Grand Officer of the Order of the Star and Key of the Indian Ocean – GOSK*

CONCLUSION

CONCLUSION AND PERSPECTIVES FOR 2015

The prospects for 2015 are bright, albeit within a challenging financial atmosphere for the APRM, as many APRM accomplishments in 2015 will depend on the availability of resources. The APRM is deepening its review system and the second cycle review of Kenya and Uganda is scheduled for 2015. Djibouti's first review will take place in the first semester of 2015, followed in the second half of 2015 by base review missions to Chad, Senegal and Sudan.

Four workshops are due to take place in 2015: (i) the Retreat between the APR Panel and APRM Strategic Partners – UNECA, AFDB and UNDP – scheduled for 24 January 2015 in Addis Ababa, (ii) a joint meeting between the OECD and the APRM during which the two organisations are expected to exchange and discuss their experiences with their respective peer review methodologies, and (iii) two regional workshops on the APRM in the SADC and ECOWAS sub-regions that will bring together APRM practitioners in each region to discuss common processes, challenges and best practices, and will pave the way for closer collaboration with the SADC and ECOWAS Secretariats respectively.

The "*Africa Week*" in New York has become an annual opportunity to showcase APRM internationally, especially within the United Nations System, with a view to promoting good governance practices in Africa and raising the visibility of the APRM. This high-profile event will take place in October 2015.

For 2015, the APRM has charted a path whereby it seeks to emerge as a knowledge centre, a hub on governance in Africa. The overall objective of Knowledge Management at the APRM is to facilitate access to APRM knowledge products in various forms by different stakeholders. Knowledge Management will be enhanced by a more focussed APRM Communication Strategy, with a view to enhancing the visibility of the APRM on the African continent.

In conclusion, the success of APRM in 2015 will depend on the extent to which the APRM is capable of carrying out its resource mobilisation strategy efficiently while continuing to carry out its comprehensive governance review of Member States. The establishment of a unit dedicated to this activity at the APRM Secretariat will help to ensure that APRM continues to produce high-quality reviews for African citizens. Africa deserves nothing less than that!

APRM 2014 Annual Report

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