APRM Monitoring Project (AMP): APRM Monitoring and Advocacy Template (AMAT)

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Aim:

- To build capacity among African civil society organisations and research institutions for M&E of the implementation of the APRM NPoA in countries that have undergone peer review

- To establish a core group of civil society organisations and research institutions in Southern Africa who have the capacity to track the implementation of the APRM National Programmes of Action

- To facilitate the sharing of experiences, lessons and strategies between governments and civil society for implementing APRM recommendations and improving governance

AMAT

- AMAT will be a reporting template for tracking the implementation of APRM NPoAs for use by civil society

- The idea is that either a coalition, a small group or a single CSO will use AMAT for monitoring, disseminate their findings to the media and then proceed with the advocacy component.

- AMAT needs to be consistent in terms of its approach and the final product, yet adaptable enough for civil society and researchers to utilise it in all Southern African countries

Justification:

- While APRM Country Review Reports (CRRs) have generally been of a very high standard, the same cannot be said of the implementation, monitoring and reporting of the National Progamme of Action (NPoA)

- Independent civil society review focusing on:
  - APRM NPoA implementation
  - Overall APRM process status

- Intention is not to duplicate, but to complement and expand upon the government's own APRM M&E processes

Objective:

- AMAT consists of 3 parts:
- **M&E:** Describing, Analysing and Evaluating the progress of commitments made in the NPoA as well as the overall status of the APRM in that country
    - To consider: Which indicators to use?
- **Planning:** Utilising this information to identify shortcomings and areas of weakness with a view of creating an Action Plan to improve these
- **Advocacy:** Using the findings of this assessment to develop implementation strategies and work with government and donors to implement these

AMAT Stage 1: Desktop Research

- **Objective:** To document the overall status of the APRM process in the country, as well as defining the progress of the implementation of the APRM NPoA

- **Approach** :

- To draw a broad sweep of the state of APRM in the country, with an emphasis of progress made in implementing the NPoA

- To identify key national priority issues from the NPoA. These would be on the basis of their national significance and specific interests and expertise of the CSOs concerned. Therefore the investigation would not be comprehensive, but would seek depth, focus and detail.

- Apart from the NPoA, research should also examine Cross-Cutting Issues, as identified in the APRM CRR.

- APRM implementation reports (if available) are a good starting point, but independent sources also need to be consulted

AMAT Stage 2: Interviews

○ **Objective:**

1) Fill in the gaps of desktop research

● By specifically asking about progress on action items that little or no information could be found on

2) Find out more about the overall APRM status in the country

● By asking interviewees questions about how much the APRM informs policy decisions, how often it is brought up at cabinet meetings, how much attention it receives in the media, how often is it mentioned in speeches and whether it is a 'living' process in the country

○ **Sources:**

○ The list of interviewees should include a wide spectrum of stakeholders: Government officials, members of civil society organisations, academics and donors, who are directly involved with, or have sufficient knowledge of the APRM

AMAT Stage 3: Assessment

- **Objective**

- An assessment on both the overall status of the APRM in the country, as well as progress on the NPoA/CCIs.

- Evaluation might be difficult for the following reasons:
  - Often there is no measurable progress
  - Progress on the NPoA may be achieved through programmes that have nothing to do with the APRM
  - Progress may be achieved indirectly as a result of the APRM, but with no clear link back to the process.
  - Official reporting on the APRM may be poor, late or not made public
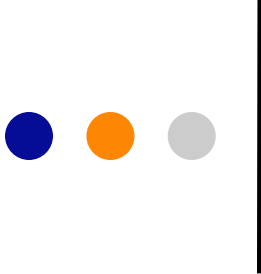
- **Approach**

- Due to the difficulties with the evaluation of the APRM process listed above, rather than giving the country a specific percentage rating for its APRM implementation, an attempt should be made to provide a broader evaluative description, combined with a simple rating.

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AMAT Stage 3: Assessment (continued)

- Possible Evaluative questions:

- The broad description would involve using the information collected in the two previous stages to answer ten questions:

- The public knowledge of the APRM process can be described as_____

- The media's coverage of the APRM is_____

- The government's commitment to the APRM process is_____

- The role that the APRM plays in national planning is_____

- The reporting on the implementation of the APRM NPoA is_____

- The government's openness about the implementation of the NPoA is_____

- The implementation of the NPoA can be assessed as_____

- The APRM's impact on promoting public debate around governance issues is_____

- The APRM's impact on improving governance has been_____

- The main items that need to be done to fast-track implementation of APRM recommendations are _____

AMAT Stage 4: Identification of Priorities

- **Objective:**

- Identification of priority areas that need to be focused on in order to improve the implementation of the NPoA objectives as well as the overall APRM process in the country. This would fall into three broad areas:

- Important issues that need to be addressed

- Areas where there are identified bottlenecks impeding progress

- Areas where there has been some success, and which therefore need to be strengthened further

- **Approach:**

- Research questions listed in Section One, as well as the evaluative questions from Section Three should be guiding in identifying priorities. Questions that received negative answers need to be examined to determine exactly what the shortcoming is. It would also be useful to compare both the organisation of the process and the implementation of the NPoA to experiences in other countries. With regard to organisation of the process, institutional arrangements should be looked at elsewhere: number of full time staff; importance of the institution responsible for the APRM; budget of the institution; and existence of awareness campaigns.

AMAT Stage 5: Action Plan

- **Objective:**
- Part1:
- Creation of a Plan that would focus on the improvement of the APRM status and NPoA implementation in the country, based on the identified shortcoming and priority areas
- Part 2:
- Creation of a strategy, by the CSO or a coalition of CSOs responsible for the review, on how to best utilise these recommendations: media strategy; approaching institutions responsible for the APRM to share findings; approaching the government, fundraising and involving donors and the community in order to address the identified shortcomings.

Final Report

- The idea is to create a product easily digestible by a wide variety of stakeholders – government, donors, academia, civil society, media and citizenry

- The APRM CRRs, although very thorough, are too long, which diminishes their appeal to the public and media.

- The final report has accessible and short – listing and describing the main issues, without going into too much detail or case studies, while still providing evidence to justify its conclusions

- Since the final product needs to appeal to a wide range of stakeholders and needs to be short but thorough at the same time, finding the right balance is the key

Final Report: Outline

- **Executive Summary (1 page)**
- **Introduction (2-3 pages)**
- **Findings (5-7 pages)**
  - The public profile of the APRM
  - The government's commitment to the APRM
    - The role that the APRM plays in national planning
    - The reporting on the implementation of the APRM NPoA
    - The government's openness about the implementation of the NPoA

AMAT Packaging

- AMAT should consist of a package that will guide a CSO through the Monitoring and Advocacy processes
- AMAT package should include the following:
  - Instructions describing the 5 stages of AMAT in detail
  - Workbook-type examples of the NPoA monitoring
  - List of possible questions to ask during interviews and consultations. The list should be divided into questions for government/donors/civil society/academia
  - Pointers on writing an evaluation of the APRM
  - Advice on creating a realistic and achievable Action Plan (country-wide APRM implementation and status Action Plan)
  - Practical guides on media strategy and advocacy for civil society. This should include manuals on media strategy, approaching the government, fundraising and involving the donors, and involving the local government and communities

Points of Discussion

- While assessing NPoA items, should we differentiate between projects that relate to the APRM NPoA and are branded as such, and projects that could be classified under the APRM NPoA action items, but have no official relation to them or any APRM-branding?

- How would we assess individual NPoA items through AMAT? One idea is to have a basic rating, along the lines of: "No action taken", "Action planned, but not yet started", "Action started", "Significant progress achieved", "Action item completed" and "Action taken, but unrelated to the APRM."

- Should we have an overall evaluative rating for the country? Such a rating could be based on the ten evaluative questions asked at the end of Stage 3. If six or more questions were answered positively, the APRM process in the country can be given a "green light". If, however, only three or more questions wielded positive answers, the country gets a "yellow light". If only one question or none were answered positively, the country gets a "red light". Such a rating is simple and broad, yet it can effectively signal the status of the APRM process in the country.

Thank you

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