

AMP Training Workshop: Empowering Civil Society to Track the APRM in South Africa

Grace Hotel, Johannesburg,
Tuesday 25 January 2011



APRM Monitoring Project (AMP)



Welcome, Background & Goals

**Presentation at the AMP Training Workshop:
Empowering Civil Society to track the APRM in South Africa
Grace Hotel, Johannesburg, 25 January 2011**

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APRM Monitoring Project (AMP)



Outline

- Participant introductions
- Background to APRM Monitoring Project (AMP)
- Workshop Programme
- Workshop Documents
- Goals & expectations of workshop

Background to AMP

- One-year project (July 2010-June 2011) in SA & Lesotho run jointly by SAIIA & CPS, with technical support from AfriMAP, funded by OSF-SA, OSISA & AfriMAP
- Planned expansion to Mozambique & Mauritius 2011-12
- Issue: National APRM implementation reports lack civil society voices & views, CSOs struggle to track progress, hold govt and NGC accountable
- AMP aims to empower CSOs to track progress on implementing APRM in SA in 2011, and jointly produce & publish a report, to complement national APRM monitoring & reporting efforts
- Building on launch event 12-13 October 2011



Workshop programme

1. Welcome, Background to the AMP Project, Workshop Goals
2. Tracking APRM Implementation in SA: What do we seek to accomplish, and how can CSOs get involved?
 - **TEA**
3. Compiling the SA AMP Report: Using the APRM Monitoring & Advocacy Template (AMAT)
 - **LUNCH**
4. Group Work: Starting to Put the SA AMP Report Together
 - **TEA**
5. Feedback from Groups, the Way Forward and Closing
6. Book Launch “Grappling with Governance: Perspectives on the APRM” in Baobab Room



Workshop documents

- Programme
- Questionnaire
- Evaluation form
- APRM Monitoring & Advocacy Template (AMAT)
- Pilot Guide
- Report from AMP Scoping Workshop (Oct 2010)
- SA' APRM NPOA (2007)
- Creating a submission for APRM
- Off Track?

Workshop aims & expectations

1. Inform & update about the APRM, the AMP, and the SA AMP Report
2. Provide basic guidance on the tool used to complete the SA AMP Report - the APRM Monitoring & Advocacy Template (AMAT)
3. Gauge interest & commitment from CSOs in participating in a working group for the SA AMP Report - roles and benefits for CSOs
4. Discuss the report compilation roadmap (work plan & timelines) and next steps
5. Participant expectations?
6. Respect ground rules – diverse interests and groups!





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Tracking APRM implementation in SA: Why, how and what's in it for you?

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Outline

- About the APRM
 - Stages
 - Structures
 - States
- APRM in South Africa
- SA AMP Report roadmap

APRM in a nutshell



- Born in the OAU Declaration on Democracy, Political, Economic & Corporate Governance (2002)
- 2003 - voluntary, African-owned process aspiring to improve governance & development, identify problems, institute solutions
- Peer learning, through dialogue, peer pressure, diplomacy and civil society involvement to catalyse reform
- Measures adherence to African & global standards in 4 thematic areas, incl human rights, elections, rule of law, corruption & accountability, business climate, corporate governance, trade, health, housing, education etc etc
- Based on 88 page Questionnaire, self-assessment needs varied research & consultation methods, civil society participation
- Both internal and external review, reports made public, NPoA to address shortcomings
- Envisaged as a continuous process, not a one-off event
- Traditionally CSO involvement tails off after self-assessment

5 Official APRM Stages

- **Stage 1: Self-Assessment**
 - Country Forms Focal Point & Governing Council
 - Country Support Mission & MOU
 - APRM Secretariat writes background paper
 - Country self-assessment report (CSAR), based on Self-Assessment Questionnaire (SAQ), preliminary National Programme of Action (NPoA), national validation
 - APRM Secretariat writes issues paper to guide visit
- **Stage 2: Country Review Mission**
- **Stage 3: Country Review Report (CRR) drafted**
- **Stage 4: CRR presented to APR Forum**
- **Stage 5: CRR released & tabled 6 months later**

Second and subsequent reviews every 3-5 years



APRM Structures

Strategic Partners

APR Forum of Heads of State (30)

APR Panel of Eminent Persons (5)



EXTERNAL

APR Secretariat

Country Review Team

Focal Point

INTERNAL

National Governing Council

Government

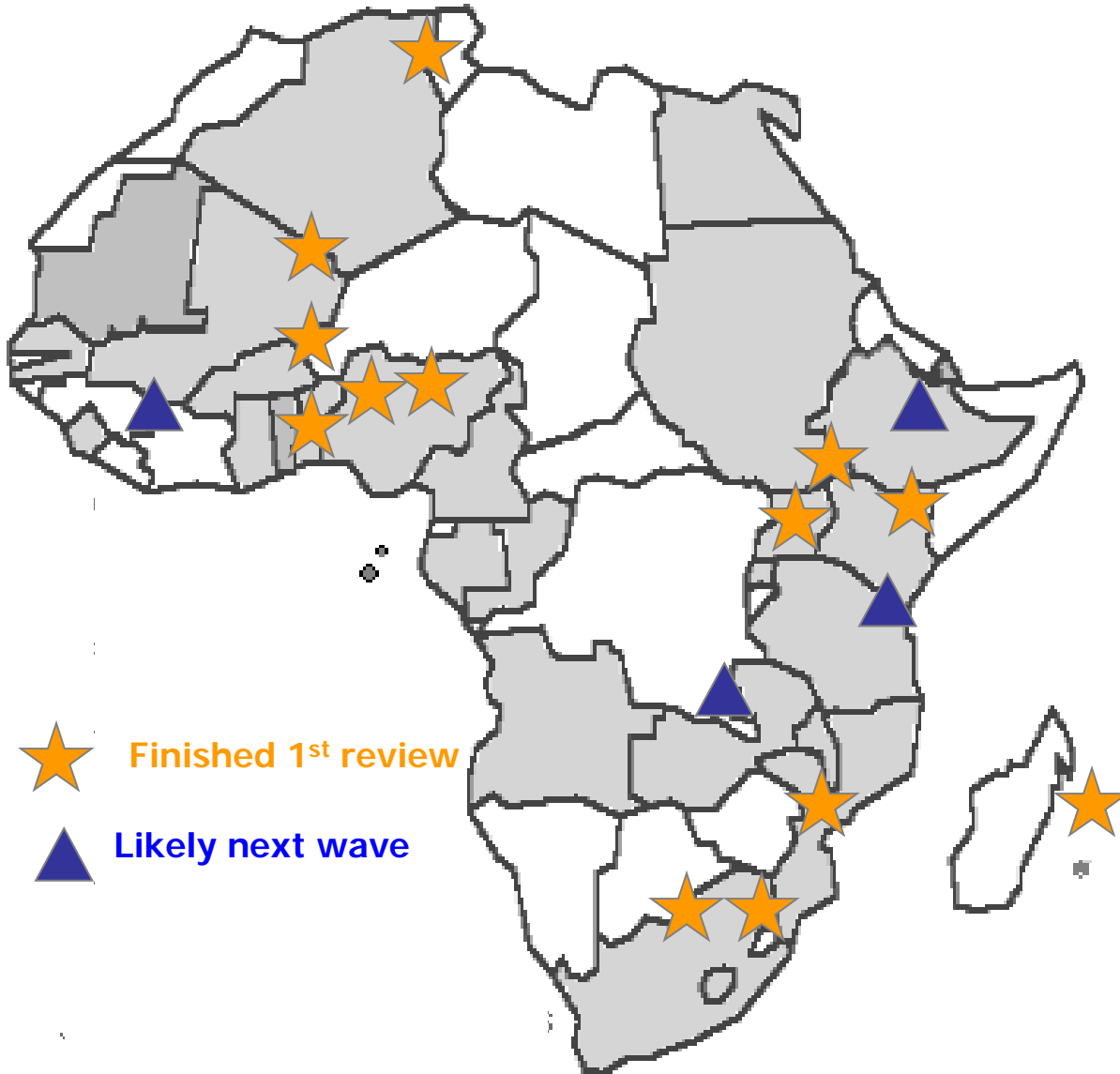
Civil Society

Business

National Secretariat

Research Institutions

29 APRM States



★ Finished 1st review
 ▲ Likely next wave

- | | |
|--------------|-------------------|
| Ghana | Angola |
| Rwanda | Cameroon |
| Kenya | Congo-B |
| South Africa | Djibouti |
| Algeria | Egypt |
| Benin | Gabon |
| Uganda | Malawi |
| Nigeria | Sao Tome |
| Burkina | Senegal |
| Faso Mali | Sudan |
| Mozambique | Togo |
| Lesotho | |
| Mauritius | |
| Ethiopia | Mauritania |
| Zambia | suspended |
| Sierra Leone | |
| Tanzania | Liberia |
| | expected |

Reflections on APRM implementation in SA

- SA acceded 2004, CSAR done 2005-2006; CRR & peer reviewed 2007
- SAIIA TSA in 2006, report for ECA 2010 – interviews & analysis
- Good tradition of consultation in SA: Who? When? Where? Did it matter?
- NPoA omits many recommendations, not specific, new initiatives not clear – relation to Govt POA, costing method
- Post-Polokwane = Political & bureaucratic flux – new president, minister, DPSA staff - Insufficiently institutionalised, NGC dormant but reviving
- APRM seldom mention in speeches, policy documents, except as FP issue (African agenda), reforms not branded as APRM. Fading from view?
- Little new funding for NPoA, not explicit in new planning ministry, not taken up by CSOs, media
- Reporting for external compliance – 1st report rushed & deficient, 2nd one delayed, process more consultative, but draft does not match back to NPoA commitments, lacks CSO voices, views and balance, hard to demonstrate concrete achievements, impact, self-critical
- **Presents opportunity for CSOs to hold government and NGC accountable**



Views on draft of 2nd SA APRM Implementation Report (Nov'10)

- Final version tabled end January 2011 to Forum in Addis – important not to prejudge!
- Includes discussion of 9 cross-cutting issues + 3 key themes of interest to Forum: (Unemployment; capacity constraints and poor service delivery; poverty & inequality; land reform; violence against women; violence against children; HIV & Aids pandemic; corruption; crime; racism & xenophobia; managing diversity; + BEE; affirmative action; migration)
- More consultative, better quality than first implementation report (Jan 2009)
- How did “consultation” occur and what difference did it make?



Comments from SA APRM Focal Point, Min R Baloyi 12 October 2010



“Civil Society ... is arguably the most important component of the APRM process ... Without active participation from our Civil Society sector this process would be devoid of any legitimacy. It is Civil Society that tells us, as government, if we are working, doing the right things and doing them right or if we are doing neither. The voices of the millions of South Africans who are the intended beneficiaries of this process is heard through the Civil Society sector.”

“The capacity for civil society to deliver on the responsibilities of the national APRM programmes is critical. Furthermore, civil society participation in monitoring of implementation of the national PoA is one of the requirements of the APRM.”

“My office is currently engaged in a process that seeks to facilitate that Departments integrate annual APRM performance targets in their 2011/12 operational plans. We wish to encourage civil society and the corporate sector to also explore processes that achieve the same in their organisations.”

“My office will be ready to meet with you for further reflection on possible strategies. We will also be available to struggle together with you in exploring and mapping out viable strategies to mobilise resources for APRM PoA implementation in civil society.”



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Summary of key objectives and
action items in SA's APRM and
linkages to other monitoring
processes





Themes, Objectives, Issues and Outputs

APRM Focus Areas

1. Democracy and good political governance
2. Socio-economic development
3. Economic governance and management
4. Corporate governance





Thematic areas and objectives in terms of major problems to be addressed:

❑ Democracy and good political governance

Objective 2: Constitutional democracy, competitive elections and opportunity for choice, rule of law, citizen rights and supremacy of the constitution

Objective 3: Promotion and protection of economic, social and cultural rights, civil and political rights as enshrined in human rights instruments

Objective 6: Fight corruption in the political sphere

Objective 7: Promotion and protection of the rights of women



Thematic areas and objectives in terms of major problems to be addressed:

❑ Socio-economic development

Objective 2: Accelerate socio-economic development for sustainable development and elimination of poverty

Objective 3: Strengthen policies, delivery mechanisms and outcomes in key social areas including education and health

Objective 4: Ensuring affordable access to water and sanitation, energy, finance, markets, ICT, shelter, land to all citizens. Especially the rural poor



Thematic areas and objectives in terms of major problems to be addressed:

❑ Economic governance and management

Objective 1: Promote macro-economic policies that support development

Objective 2: Implement sound transparent and predictable government economic policies

Objective 3: Promote sound public finance management

Objective 5: Accelerate regional integration by participating in the harmonisation of monetary, trade and investment policies

Democracy and good political governance

Issues

- More opportunities for CSOs to contribute to and participate in delivery and monitoring of public services
- Racism, sexism, marginalisation, lack of awareness and poor access to information are obstacles to realising full human rights

Expected outcomes

- Forums and mechanisms for participation in delivery and monitoring of services
- Strengthen the Human Rights culture and combat racism
- Racism successfully combated, leading to the emergence of a non-racial society

Democracy and political governance (continues)

- Corruption undermining national integrity
 - Violence and crime, specifically focusing on women and children and need for active engagement to fight this
 - Marginalised and vulnerable groups experience difficulties in making use of institutions of justice
- Decreases in levels of corruption and building national values and integrity in all three spheres of government
 - Decreases in crime and violence especially against women and children
 - Active engagement of all communities and CBOs in the fight against crime

Socio-economic development

Issues

- Definitions and measurement of poverty are agreed upon and applied
- Land reform contributing to sustainable development
- Improving child nutrition
- Improve effectiveness and efficiency of education system

Expected outcomes

- Consensus on definition and measures of poverty
- Land reform implementation that contributes to sustainable rural livelihoods
- Improved effectiveness and efficiency of education system at all levels. Improved education throughputs

Socio-economic development (continues)

Issues

- Holistic and integrated approach to combating major diseases
- Access to basic rights and services
- Weaknesses in civil society, reduces participation in and impact on socio-economic development processes & outcomes

Expected outcomes

- Multisectoral, collaborative partnerships, strategies and programmes to reduce HIV, TB and other major diseases
- Meeting targets for provision of clean water, electricity and sanitation
- Build social capital at local level in impoverished areas and improve CSO participation in development

Economic Governance and Management

Issues

- Address the blockages to service delivery
- Tackle unemployment
- Public consultation , education and feedback in policy making is not adequate

Expected outcomes

- Improve service delivery
- Halve unemployment by 2014
- Improve processes for public participation in policy formulation and implementation

Economic Governance and Management (continues)

Issues

- Underdeveloped capacity and skills in public expenditure management
- Lack of deeper economic integration in within SADC

Expected outcomes

- Improve efficiency and effectiveness in public expenditure management and monitoring
- Improve planning and budgeting capacity



Grounding the APRM: Linkages to other key monitoring processes

- South Africa's APRM NPoAs
- The Millennium Development Goals
 - 8 goals were agreed to in 2000 to end poverty
 - Each of the goals have a set of targets to be achieved
- South African Government's PoA system to monitor performance delivery agreements signed in April 2010. Twelve key outcomes are envisaged based on Election Manifesto and MTSF



Linkages to other key monitoring processes

SA APRM NPoA (socio-economic thematic area)
Objective 4 - Ensuring affordable access to water, sanitation, shelter, land to all citizens

- Output: Universal access to constitutionally mandated basic rights and services

The Presidency SA POA
Outcome 8. Sustainable Human Settlements and Improved Quality of Life: Improve access to basic services

- Output: improve access to: water from 92% to 100%; sanitation from 69% to 75%; electricity from 81% to 92%

United Nations Millennium Development Goals. Goal 7
Ensure Environmental Sustainability

- Output: Halve by 2015 the proportion of the population without sustainable access to safe drinking water and basic sanitation



Linkages to other key monitoring processes

APRM NPoA Democracy and good political governance thematic area (Objective 2 – Increased opportunities for civil society to participate in and contribute to the delivery and monitoring of public services)

- Forums and mechanisms for participation in the delivery and monitoring of services that are built and strengthened

The Presidency SA POA Outcome 9: Responsive, accountable, effective and efficient local government system

- Output: Review legislative framework for Ward Committees. Various support measures must be put in place to ensure that at least 90% of all ward committees are fully functional by 2014



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How can CSOs be involved

Ogochukwu Nzewi



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Why should CSOs be involved?

- The growing need for governance reform in Africa and the significance of the APRM to this end.(Building a culture of M, E and A in governance in Africa)
- The APRM promotes public participation (co-ordinate governance reporting).
- Complement government APRM reports.
- Effectiveness of CSO collaboration in terms of influence, reliability, and credibility of report (use of expertise and resources maximized and managed more effectively)

Why Contd

- Monitoring governance: Lessons from Uganda:
- Building sustainable network of CSOs to monitor APRM in particular and governance in general (annual reports)
- Strengthening CSOs (capacity, influence, governance, advocacy)
- Building CSO/government participatory platforms(government responsiveness)

How CSOs can be involved

- Three levels of participation:
 - Being interviewed (benefit: invitations to future events and being included on the mailing list for all future news on the projects, conference reports, etc)
 - Supplying existing information which would make it into the report (benefit: attributed material on the final report and inclusion of the organisation's logo on the front or back cover)
 - Participating in the work group, conducting interviews, doing research and participating in writing/editing the final report. (benefit: attributed material of final report, logo and where possible financial incentives)

How contd

- The participation form (Assessment of preferred level of participation for AMP)
- Conclusion
- Thank you



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

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AMAT

- AMAT : reporting template for use by civil society organisations to track
 - APRM National Programme of Action (NPoA) implementation
 - Overall APRM process status
- Current standard of the APRM Country Review Reports (CRRs) and NPoA
- The AMAT: complement and expand upon the government's APRM Monitoring & Evaluation (M&E) processes

Objective

AMAT consists of 3 parts:

- **Monitoring:** Describing, Analysing and Evaluating the NPoA and overall status of the APRM in the country
- **Planning:** Utilising this information to identify shortcomings and making recommendations to improve these
- **Advocacy:** Using the findings of this assessment to inform the public and develop implementation strategies

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

- Broad sweep of the APRM status in the country, with an emphasis on the NPoA
- Identify key national priority issues from the NPoA
- Apart from the NPoA, research should also examine Cross-Cutting Issues (CCIs)
- Literature overview: APRM implementation reports and other independent sources

AMAT Stage 1: Desktop Research

- Identified key issues:
 - 1) Democracy
 - 2) The Rule of Law & Human Rights
 - 3) Health & Education
 - 4) Poverty & Development
 - 5) Corporate & Economic Governance
- Comments on the identified issues from the workshop participants

AMAT Stage 2: Interviews

Objective:

- To complement desktop research from primary and secondary sources by speaking to people who are either directly or indirectly involved with the process.
- The list of interviewees should include a wide spectrum of stakeholders
- Interviewees should be aware of the APRM and its processes, but this is not a prerequisite.
- Could we interview you or someone at your organisation? Would you like to participate in the AMP by conducting the interviews?

AMAT Stage 3: Analysis

Objective

- An analysis of both the overall status of the APRM in the country, as well as progress on the NPoA/CCIs
- Evaluation might be difficult:
 - Measurable progress?
 - Progress through other through programmes?
 - No clear link to the APRM?
 - Official reporting?

Approach

- An attempt should be made to provide a broader evaluative description, combined with a simple rating

AMAT Stage 3: Analysis

Evaluation Key

- **Assessment on NPoA item progress:**
 - **Green light:** Much progress has been achieved on addressing the issue/The issue has been addressed and completed
 - **Yellow light:** Some progress has been achieved on the issue/Work on the issue has started, but the government seems to be on track to finalise it within a reasonable deadline
 - **Red light:** No progress has been achieved on the issue/Very little progress has been achieved and the government does not seem to be on track to complete it in the near future
- **Assessment on linkage to the APRM:**
 - **“+”:** The issue has been branded as an APRM initiative/ The issue been linked to the government department responsible for APRM NPoA implementation
 - **“-”:** No link can be established between the issue and the APRM processes in the country / The issue is being worked on under the auspices of an organisation which has no clear link to the APRM process

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, which need to be strengthened further

Approach

- Desktop research and interviews
- Questions that received negative answers
- Comparing the organisational process with other countries

AMAT Stage 5: Recommendations

Objective

- Making recommendations that would help to improve both the overall APRM process as well as the implementation of the NPoA in the country

Approach

- Based on evaluation (no action/unsatisfactory progress/success stories) a list of recommendations needs to be made
- The recommendations need to be realistic, instead of a “wish list.”
- The next step is to create a strategy on how to best utilise these recommendations.
- Dissemination of findings in the media

AMAT Stage 5: Recommendations

- Institutions responsible for the APRM, such as the NGC, should be approached
- Establish a dialogue with government
- We can attempt to bring our recommendations into life by approaching :
 - Government
 - Donors
 - Community
- The recommendations need to focus on two separate aspects of the APRM:
 - How to improve both the implementation of the NPoA in the country
 - How to improve the overall status of the APRM in the country



Final Report

- Digestible product
- The APRM CRRs are too long
- The final report has accessible and short
- Don't have to report on all issues
- Balance is the key

Final Report: Outline

- Executive Summary (1 page)
- Introduction (2-3 pages)
- Findings (5-7 pages each)
 - APRM profile
 - APRM institutionalisation
 - CSOs, Policy and the APRM
 - Popular participation in Policy and in APRM
 - APRM implementation progress
- Recommendations (2 pages)
- Appendix 2: Summary Advocacy and Partnership Strategy (2 pages)



Thank you

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Report Structure & Process

- As per AMAT, aiming for succinct report
- Need to gather reports, conduct interviews
- Self-selective – don't need to do entire APRM!
- Proposing **5** clusters with team leaders:
 - Democracy (institutions and elections) [Ogo]
 - Rule of law and human rights [Yarik]
 - Service delivery (incl health and education) [Steve]
 - Poverty and development [Robin]
 - Other governance issues (incl economic and corporate) [Tsoeu &, Dugan]

Report Structure & Process

- For each cluster, decide the key issues to discuss
- For each issue:
 - Link to APRM objective
 - Link to NPoA action item
 - Describe problem & present argument
 - Use evidence, note sources carefully
 - Make recommendations
- Tone and approach matter
- Develop media & advocacy strategy

Proposed AMP-SA Roadmap

25 January	SA AMP Training Workshop, working group convened
February-March	Gather evidence, conduct interviews write sections
15 March	Workshop to discuss draft sections and ratings
28 March	Draft sections submitted by WG
4 April	1 st draft SA report circulated
11 April	Comments received
18 April	2 nd draft circulated
3 May	Validation workshop
10 May	Final draft complete, goes to language edit
16 May	Final edit complete, goes to layout
24 June	Printed reports received
28 June	SA AMP Report launched



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