



**African Peer Review  
Mechanism**

# **GUIDELINES FOR REPORTING PROGRESS IN THE IMPLEMENTATION OF THE NATIONAL PROGRAMME OF ACTION**

NOVEMBER 2008

## 1. INTRODUCTION

A major aspect of the APRM country Review Process is a plan of action devised by the country to remedy the challenges identified during the exercise. The subsequent implementation of the National Programme of Action (NPoA) and the necessary involvement of stakeholders therein are a crucial aspect of the activities of the APRM. In this regards, every APRM member country that has successfully undergone the peer review process is statutorily obliged to submit biannual and annual progress reports on implementation of their (NPoA) to the APR Panel and Forum respectively. To achieve the expected outcome of the APRM, it is thus fundamental for all main actors to take regular stock of progress made in the implementation of the programme of Action.

This regular stocktaking will serve to meet the following objectives:

- Ensure that countries implement the national priorities agreed by stakeholders during the review process and keep to commitments made in the APRM PoA to take remedial steps in addressing the gaps identified in the review;
- Monitor progress on achievements in the implementation of the NPoA;
- Identify gaps and necessary resources - human, technical and financial - needed to achieve programmes and initiatives in the NPoA;
- Share good practices among national actors and with other countries that are undertaking similar initiatives;
- Ensure integrity of the implementation phase, that it is free from all forms of manipulation;
- Provide concrete information for reviewing national progress against the National Programme of Action including periodic analysis of the extent to which intended outcomes have actually been achieved or being achieved; and
- Inform policy making by providing the basis for the prioritisation of activities to be carried out.

A streamlined reporting process will ensure uniformity in scope and structure, while allowing for country peculiarities. At the continental APRM level, this will contribute to baseline assessments of status of implementation of the NPoA, and the periodic reviews of progress and impediments in the region. It will also support the achievement of the essential purpose of the APRM process, i.e. enhance governance and socio-economic development in participating countries.

While the reporting system should not be overly technocratic, there remains a need to ensure that it is credible and scientific while remaining simple. These guidelines have been prepared by the APR Secretariat to assist countries respond to the reporting requirements with a view to streamlining the reporting process.

It is hoped that the APR Secretariat will develop a database which will be made accessible on-line to capture the information provided, building on the existing Matrix of Commitment and Initiatives. The APR Secretariat will maintain the archives of

information and will facilitate the continued development and updating of the information.

This guidance document provides background and directions to the reporting process. It highlights the why, what, when and how to report progress in the implementation of the NPoA.

## **2. WHO SHOULD REPORT**

Like the self-assessment process, the reporting system must be transparent and free from political manipulation. While the government has been identified as being the primary implementer of the NPoA, it is necessary that the reporting framework be independent and transparent, not to be perceived as the government monitoring its own actions. The reporting system must thus be nationally led and owned by the people with broad based representation.

As specified in the APRM Base Document, national reporting should be situated within a clearly designated authority or office, as may be vested within a national platform or other appropriate National Oversight Structure. The APRM National Governing Council which is officially recognised for communication and information related to the APRM, will be the key point of contact within the national reporting system and the authority to prepare and report on progress in the implementation of the NPoA.

## **3. WHEN TO REPORT**

The need to take stock on the implementation of the NPoA is an ongoing one, and information can be received by the secretariat at any time. However, in order to meet various specific reporting requirements, a biannual and annual cycle of information requests will be established. The annual cycle of information request will be synchronised with the APRM Forum Summits.

## **4. SUBMISSION PROCESS**

The country report (six hard copies) together with any accompanying relevant documents should be sent by the Chairman of the Governing Council to:

The Office-in-Charge  
APRM Secretariat  
P.O Box 1234  
Halfway House  
1685  
Midrand, South Africa

An electronic version of the report should also be sent by e-mail to [assefas@nepad.org](mailto:assefas@nepad.org)

## 5. HOW TO REPORT

For the sake of uniformity in scope and structure, the following outline and guidelines are suggested to member States for the preparation of their respective Country Progress Reports on the Implementation of the National Programme of Action.

**Part A: Cover note** This note identifies the reporting country, its reporting responsibility and the scope of the reporting provided. This may be accompanied by a Note Verbale as formulated below.

### Note Verbale

With reference to the reporting obligations of the APRM, ..... Country hereby submits its National Report on Progress in the Implementation of the National Programme of Action. The APRM Governing council agrees to the publication of the entire report on the website of the APRM.

### TITLE PAGE

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### ABBREVIATIONS

### FOREWARD BY THE FOCAL POINT

#### **PART A: Executive Summary (not exceeding 3 pages)**

A short overview of about three (3) pages on progress in the implementing of the NPoA, highlighting national and regional context, impact on people and economy, good practices and lessons learned as well as major constraints.

The summary is requested to be structured as follows:

- Brief description highlighting national and regional context;
- What has been the main achievements? (Brief statement of results) and Summary on impact of initiatives on people and economy: progress towards achieving the APRM strategic goals and priority areas;
- Are there any good practices or lessons learnt and how was the success of the initiative evaluated?
- What were the challenges faced and how were they overcome? and
- Recommendations if any, and updates in terms of forging ahead.

#### **Part B: Main Report**

The details of the reporting format and its terminology are described as follows.

## **Overall assessment of the implementation process**

Please provide an overall review, which relates to the implementation of the APRM, and identify other relevant country-specific factors and elements in the context of the implementation such as efforts in mainstreaming APRM NPoA into national processes.

## **Methodology**

Methodology for coming up with the report, the role of key stakeholders in the implementation process, the monitoring and evaluation framework and its validation process.

## **Description, objectives, main activities/initiative or programme**

For each of the four APRM Thematic Areas and Cross-Cutting Issues – please provide a brief description of the main activities, initiative or programme undertaken, together with the aim(s) or objective(s) of the initiative and specific timeframe. An activity's geographical coverage, such as national or local in scope may also be referred to.

## **Results and achievements made, with indicators if available**

Provide information on results and achievements made specifying the indicators that might have been developed for the result of the activity/programme/initiative.

## **Major challenges and lessons in implementing the initiative or programme and next steps planned**

Indicate the major challenges faced and lessons in implementing the initiative or programme. Provide brief information on the next phase that will follow the current implementation of the initiatives/programme/activity. This might specify whether the initiative will be extended or if results obtained from the initiative will enable further focus on new initiatives covering the NPoA.

## **Other issues**

(a) Mobilization and utilization of resources: Has measures been put in place for increased funding of the APRM NPoA Are any innovative ways of funding APRM programmes being used?

(b) Capacity to implement APRM policies and programmes: Indicate any capacity-building measures to support APRM policies and programmes which have been implemented or are being undertaken in your country (e.g. an assessment of institutional

capabilities, action by legislatures, monitoring and evaluation of the efficacy of programmes, etc).

(c) Further initiatives: Are there any further initiatives you would like to propose for consideration by the Panel and Forum, particularly recommendations for institutional or policy changes or other action at the local, national, regional and international levels? What kind of national and international measures would you suggest for overcoming difficulties encountered in the implementation of the NPoA?

( d) The Monitoring and Evaluation Framework

The present guidelines seek to provide a framework for reporting progress on the implementation of the NPoA, with the understanding that the day-to-day monitoring and associated evaluation system will be designed by all APRM country, in accordance with country peculiarities and specificities. It is hoped that at a later stage, a more integrated approach to monitoring and evaluation will be developed<sup>1</sup>.

However, the APRM focus of monitoring performance and success is strategically linked to the objective of ensuring that APRM programmes produce sustainable results and support mutual learning and capacity development. In particular, monitoring will contribute to the APRM mission to assist countries to identify gaps in key governance areas. The learning derived from monitoring will inform other countries on best practices to emulate and mistakes to avoid in the implementation of their own programmes. The assessment of performance will look at the progress that is being made in the implementation of the POA. The main criterion to be assessed will be effectiveness, i.e., the extent to which the POA implementation achieves its immediate objectives or produces its desired outcomes, and timeliness of inputs and results.

In this regard, the first Monitoring exercise should ideally commence with a start-up workshop, led by the National APRM Governing Council/Secretariat, to bring together the stakeholders to review the POA and key assumptions. Objectives should be revised to ensure that they are clearly stated and are realistic, specific and measurable. These objectives and their indicators will form the basis of the Monitoring and Evaluation system. For policy reform initiatives, instead of complex indicators, countries may identify specific “milestone events” in the policy reform process for both policy formation and policy implementation.

Thus, in preparation for monitoring and evaluation at the POA formulation stage, National Governing Council need to:

- construct baseline data describing the problems to be addressed;
- clarify POA objectives;

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<sup>1</sup> Designing a monitoring and evaluation system takes time and requires additional resources. Regional workshops are already being organized by APRM pioneer countries to discuss the APRM Monitoring and Evaluation methodology.

- set specific performance indicators and targets or milestone events in accordance with the objectives;
- establish consensus among stakeholders on the specific indicators to be used for monitoring and evaluation purposes;
- define the types and sources of data needed and the methods of data collection and analysis required based on the indicators;
- reach agreement on how the information generated will be used;
- specify the format, frequency and distribution of reports;
- establish the monitoring and reporting schedule;
- assign responsibilities for monitoring, reporting and evaluation; and
- provide adequate budget for monitoring and evaluation.

To support the monitoring process, an effective tracking system must be established that builds on management information systems within the country.

### **Part C:**

#### **Compilation of information**

A more detailed description of the initiatives on the NPOA is expected to be reported in the format of the MATRIX provided in Annex 1, which has been partially compiled. It is structured on the four thematic areas of the APRM as well as overarching or cross-cutting issues. The format seeks information on objectives, main activities, results and achievements made, major challenges and lessons in implementing the initiative or programme and lastly, the next steps planned.

# TEMPLATE FOR THE REPORTING OF THE IMPLEMENTATION OF THE NATIONAL PROGRAMME OF ACTION (NPoA)

## A. DEMOCRACY AND POLITICAL GOVERNANCE

	EXPECTED OUTPUT/OUTCOME AS SPECIFIED IN PoA	REQUIRED ACTION AS SPECIFIED IN PoA	TIMEFRAME	ACTION INDICATORS	PROGRESS TOWARDS OUTPUT/OUTCOME  (changes from baseline conditions to desired outcomes)	LEAD M&E AGENCY	KEY STAKEHOLDERS	REMARKS/OBSERVATIONS	PLANNED ACTIVITIES FOR THE NEXT PHASE
<b>STANDARDS AND CODES</b>									
Ratify and domesticate APRM Standards and Codes	Ensure full compliance with APRM Standards and Codes	Ratified and domesticated standards and codes including CEDAW  Conduct civic education to raise awareness on standards and codes	2007 – 2009  2007-2008	CEDAW Ratified. Bill for domestication before Parliament  Translated Standards and codes into all official languages  Civic Education	4 out of 5 Standards and Codes outstanding	Ministry of External Affairs and Parliament	Parliamentarians, Women and CSOs	Bill for domestication to be ratified at next Parliamentary session  Training hampered by poor funding and lack of	Ratify and domesticate the 4 outstanding codes  Increase budgetary allocation and step up training by conducting training the

				Centre organised 5 training workshops in 5 of the 10 Provinces	50 percent coverage achieved in training	Civic Education Centre and CSOs		capacity	trainers and awareness workshops

**OBJECTIVE ONE: PREVENT AND REDUCE INTRA AND INTER-STATE CONFLICTS**


**OBJECTIVE TWO: CONSTITUTIONAL DEMOCRACY, INCLUDING PERIODIC COMPETITION AND OPPORTUNITY FOR CHOICE, THE RULE OF LAW, CITIZENS' RIGHTS AND SUPREMACY OF THE CONSTITUTION**


**OBJECTIVE THREE: TO PROMOTE AND PROTECT ECONOMIC, SOCIAL AND CULTURAL RIGHTS AND CIVIL AND POLITICAL RIGHTS AS ENSHRINED IN AFRICAN AND OTHER INTERNATIONAL HUMAN RIGHTS INSTRUMENTS**



**OBJECTIVE FOUR: UPHOLD THE SEPERATION OF POWERS, INCLUDING THE PROTECTION OF THE INDEPENDENCE OF THE JUDICIARY AND OF AN EFFECTIVE LEGISLATURE**


**OBJECTIVE FIVE: ENSURE ACCOUNTABLE, EFFICIENT AND EFFECTIVE PUBLIC OFFICE HOLDERS AND CIVIL SERVANTS**

Reform of the Civil Service	Improved efficiency and effectiveness of civil service - Reforms catalysed by APRM Process	Coordination and speeding up of civil service reforms	2007-2010	<p>Annual Performance contracts &amp; annual performance appraisal systems – based on institutional and individual work-plans - are established</p> <p>External evaluators from Private sector</p> <p>Citizens Service charters – benching marks for delivery</p> <p>Citizens Redress Mechanism to capture voice of the people to evaluate service delivery</p> <p>Customer relations desk – i.e. District Commissions</p>	Reduce response time in service delivery reduced by X Percent.	National Economic and Social Council	<p>Goovernment agency – Ministry of State Affairs, and Monitoring and Evaluation Directorate.</p> <p>Private sector Private sector alliance</p> <p>Civil Society - Media and Human Rights Commission</p>	Resource constraints	Source for funds for enhanced civil service reform
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				enquiry desk.  Rapid Results Initiative (100 days)  Employee benefits & the establishment of a pay policy guidelines of salary structures  Code of regulations – guides employees					

**OBJECTIVE SIX: FIGHTING CORRUPTION IN THE POLITICAL SPHERE**


**OBJECTIVE SEVEN: PROMOTION AND PROTECTION OF THE RIGHTS OF WOMEN**


**OBJECTIVE EIGHT: PROMOTION AND PROTECTION OF THE RIGHTS OF CHILDREN AND YOUNG PERSONS**


**OBJECTIVE NINE: PROMOTION AND PROTECTION OF THE RIGHTS OF VULNERABLE GROUPS INCLUDING INTERNALLY DISPLACED PERSONS AND REFUGEES**

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**B. ECONOMIC GOVERNANCE AND MANAGEMENT**

ACTIVITIES BY APRM OBJECTIVES	EXPECTED OUTPUT/OUTCOME AS SPECIFIED IN PoA	REQUIRED ACTION AS SPECIFIED IN PoA	TIMEFRAME	ACTION INDICATORS	PROGRESS TOWARDS OUTPUT/OUTCOME  (changes from baseline conditions to desired outcomes)	LEAD M&E AGENCY	KEY STAKEHOLDERS	REMARKS/OBSERVATIONS	PLANNED ACTIVITIES FOR THE NEXT PHASE
<b>STANDARDS AND CODES</b>									
<b>OBJECTIVE ONE: PROMOTE MACROECONOMIC POLICIES THAT SUPPORT SUSTAINABLE DEVELOPMENT</b>									
<b>OBJECTIVE TWO: IMPLEMENT SOUND, TRANSPARENT AND PREDICTABLE GOVERNMENT ECONOMIC POLICIES</b>									
<b>OBJECTIVE THREE: PROMOTE SOUND PUBLIC FINANCE MANAGEMENT</b>					Page 13 of 21				


**OBJECTIVE FOUR: FIGHT CORRUPTION AND MONEY LAUNDERING**


**OBJECTIVE FIVE: ACCELERATE REGIONAL INTEGRATION BY PARTICIPATING IN THE HARMONIZATION OF MONETARY, TRADE AND INVESTMENT POLICIES**


C. CORPORATE GOVERNANCE

ACTIVITIES BY APRM OBJECTIVES	EXPECTED OUTPUT/OUTCOME AS SPECIFIED IN PoA	REQUIRED ACTION AS SPECIFIED IN PoA	TIMEFRAME	ACTION INDICATORS	PROGRESS TOWARDS OUTPUT/OUTCOME  (changes from baseline conditions to desired outcomes)	LEAD M&E AGENCY	KEY STAKEHOLDERS	REMARKS/OBSERVATIONS	PLANNED ACTIVITIES FOR THE NEXT PHASE
<b>STANDARDS AND CODES</b>									
<b>OBJECTIVE ONE: PROMOTE AND ENABLING ENVIRONMENT AND EFFECTIVE REGULATORY FRAMEWORK FOR ECONOMIC ACTIVITIES</b>									
<b>OBJECTIVE 2: ENSURE THAT CORPORATIONS ACT AS GOOD CORPORATE CITIZENS WITH REGARDS TO HUMAN RIGHTS, SOCIAL RESPONSIBILITY AND ENVIRONMENTAL SUSTAINABILITY</b>									
<b>OBJECTIVE THREE: PROMOTE ADOPTION OF CODES OF BUSINESS ETHICS IN ACHIEVING OBJECTIVES OF THE CORPORATION</b>									


**OBJECTIVE FOUR: ENSURING THAT CORPORATIONS TREAT ALL THEIR STAKEHOLDERS (SHAREHOLDERS, EMPLOYEES, COMMUNITIES, SUPPLIERS AND CONSUMERS) IN A FAIR AND JUST MANNER**


**OBJECTIVE FIVE: PROVIDING FOR ACCOUNTABILITY OF CORPORATIONS, DIRECTORS AND OFFICERS**


# D. SOCIO-ECONOMIC DEVELOPMENT

ACTIVITIES BY APRM OBJECTIVES	EXPECTED OUTPUT/OUTCOME AS SPECIFIED IN PoA	REQUIRED ACTION AS SPECIFIED IN PoA	TIMEFRAME	ACTION INDICATORS	PROGRESS TOWARDS OUTPUT/OUTCOME  (changes from baseline conditions to desired outcomes)	LEAD M&E AGENCY	KEY STAKEHOLDERS	REMARKS/OBSERVATIONS	PLANNED ACTIVITIES FOR THE NEXT PHASE
<b>STANDARDS AND CODES</b>									
<b>OBJECTIVE ONE: PROMOTION OF SELF-RELIANCE IN DEVELOPMENT AND CAPACITY FOR SELF-SUSTAINING DEVELOPMENT</b>									
<b>OBJECTIVE TWO: ACCELERATE SOCIO-ECONOMIC DEVELOPMENT TO ACHIEVE SUSTAINABLE DEVELOPMENT AND POVERTY ERADICATION</b>									
<b>OBJECTIVE THREE: STRENGTHENING POLICIES, DELIVERY MECHANISM AND OUTCOMES IN KEY SOCIAL DEVELOPMENT AREAS</b>									

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## E. CROSS-CUTTING ISSUES

ACTIVITIES BY APM OBJECTIVES	EXPECTED OUTPUT/OUTCOME AS SPECIFIED IN PoA	REQUIRED ACTION AS SPECIFIED IN PoA	TIMEFRAME	ACTION INDICATORS	PROGRESS TOWARDS OUTPUT/OUTCOME  (changes from baseline conditions to desired outcomes)	LEAD M&E AGENCY	KEY STAKEHOLDERS	REMARKS/OBSERVATIONS	PLANNED ACTIVITIES FOR THE NEXT PHASE
Managing diversity in Nation building	Ensure that political parties and leadership have national representation	Legislate and implement laws to ensure that political parties having national representation	2007-2009	Political parties bill passed  Number of MPs & Councillors representing special interest groups and ethnic minorities increased by X Percent	Negligible	Electoral Commission and Parliament	Political Parties, Physically Challenged, Women Group and CSOs	Ongoing	None
	Increase the proportion of resources to Disadvantaged Regions			Increase the proportion of resources to Disadvantaged Regions	Funds allocated to disadvantaged regions has increased by X Percent	Ministry of Finance	Regional Heads, Regional Dwellers, CSOs	Need to upgrade infrastructure in Disadvantaged Provinces	Infrastructure Upgradation to be undertaken