



**APRM ANNUAL  
CONTINENTAL REPORT**

**2018**



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# 2018 APRM SECRETARIAT REPORT

v. 11.01.2019

## I. Introduction

1. The African Peer Review Mechanism (APRM) is a Specialised Agency of the African Union and the Continent's primary self-monitoring and peer review tool for promoting good governance. The APRM facilitates good governance by promoting adherence to norms of conduct contained in the African Charter on Democracy, Elections and Governance (ACDEG). The Mechanism exists as a voluntary exercise between African Union States to systematically assess and review governance at Head of State peer level.
2. As of 31 December 2018, the African Peer Review Mechanism (APRM) had a membership of 37 African Union (AU) Member States. By year-end 2018, the APRM had completed governance reviews of twenty-one Member States, with reviews of Sudan (first review) and Uganda (second review) completed at the most recent APRM Forum of Heads of State and Government in January 2018.
3. During 2018, APRM achieved much despite funding constraints. Guided by the Strategic Plan based on a three-pronged revitalisation programme for restoration, reinvigoration and renewal of the APRM, significant strides have been made in meeting the goal and objectives as stated in the 2018 Work Plan. The Strategic Plan, and accompanying yearly work plans, aim to consolidate the gains from fifteen years of APRM reviews, drawing inspiration from the original vision, mission, values and guiding principles of the APRM and considers important continental objectives including the AU Shared Values and Agenda 2063, as well as the UN 2030 SDGs. As a result, the Year 2018 marked the second full year of work completed under the 2016-2020 Strategic Plan, and earmarked the beginning of the renewal phase, showcasing the work of a new and strengthened Mechanism.
4. In 2018, APRM made efforts in trying to harmonise its governance work with other African Union Organs through the African Governance Platform. APRM took the AGA Platform Chairpersonship in January 2018, and during the AGA Platform Retreat, AU Organs agreed that APRM would be the lead institution in producing the annual AU State of Governance in Africa Report. The APRM Continental Secretariat, through technical meetings and consultation visits to the AU organs has managed to produce the Report which will be presented at the 32nd Ordinary Session of the AU Assembly in February 2019 in Addis Ababa.
5. The year ending 2018 is a landmark in the history of the APRM. The 11th Extraordinary AU Summit on institutional reforms emphasised the need to strengthen the APRM and pronounced APRM as the premier governance structure of the African union. The Summit further decided to integrate the APRM budget in the African Union Statutory budget. The Assembly also urged the remaining 18 AU Member States who are not members of the APRM to accede to achieve universality in membership by 2023.
6. This 2018 Progress Report will provide further detail of the key accomplishments on the Strategic Plan Key Priority Areas.







## II. Strategic Plan Priority Area 1:

### REVIEW AND IMPLEMENT THE APRM CORE MANDATE

#### *Country Reviews*

7. During 2018, the APRM completed peer reviews of Uganda and Sudan, led by APR Panel Members Bishop Dinis Sengulane and Prof Al-Amin Abu-Manga respectively, as well as review missions to Cote d'Ivoire and Mozambique. The review mission to Cote D'Ivoire took place from 8 to 30 July 2018, led by Professor Mahamoud Youssouf Khayal, Member of the APR Panel of Eminent Persons. The review mission to Mozambique, which was the second for the country, took place from 10 to 26 November 2018, and was led by Ambassador Omar Mona, also from the APR Panel.
8. The next set of Peer Reviews by the APR Forum of Heads of State and Government will take place on 9 February 2019 and will discuss the review reports emanating from the review missions to Cote d'Ivoire, Mozambique, and Liberia, which had received a review mission in a prior year.

#### *Review Report Launches*

9. The APRM published and launched the Djibouti review report on 29 March 2018 at a national event bringing together more than 400 participants at the People's Palace in Djibouti City including the Prime Minister of Djibouti, H.E. Abdoukader Mohamed Kamil and the Lead APR Panel Member for Djibouti, Professor Fatima Karadja.

#### *Targeted Reviews*

10. The APRM broke new ground in 2018 by introducing targeted reviews on specific governance topics. Targeted Review Guidelines were sent to Member States. Senegal and Djibouti voluntarily agreed to undertake Targeted Reviews in early 2019, on "Mineral Resources in the Heart of the Structural Transformation of the Senegalese Economy" and "Decentralization in Djibouti" respectively.

## II. Strategic Plan Priority Area 2:

# RESOURCE MOBILISATION, FINANCIAL MANAGEMENT AND CAPACITY DEVELOPMENT

### *Member State Contributions*

11. As of the 31 December 2018, the Secretariat received contributions amounting to US\$ 3,947,857, from sixteen Member States, as compared to receiving US \$ 3,329, 950 in 2017 from twelve Member States.
12. Table I is a list of contributions received from Member States, from January to December 2018.

**Table I: Country Contributions in 2018**

Country	Contributions Received 2018
1.Chad	\$299,962
2.Cote d'Ivoire	\$217,563
3.Egypt	\$200,000
4. Equatorial Guinea	\$699,962
5. Ghana	\$190, 334
6. Kenya	\$237,252
7. Mauritius	\$199, 965
8. Mozambique	\$200, 015
9. Namibia	\$197, 512
10.Nigeria	\$500,000
11. Rwanda	\$199,935
12. South Africa	\$191,402
13. Sudan	\$99,336
14.Togo	\$183,677
15. Uganda	\$270,985
16. Zambia	\$250,292
<b>TOTAL FUNDS RECEIVED</b>	<b>\$4,138,191</b>

### *Funds from the African Union Commission and Partners*

13. For the Fiscal Year (FY) 2018, the APRM Secretariat received funds from the African Union Commission totaling \$1,591,893 as well as funds from the African Development Bank totaling \$244, 494 as summarized in Table II.

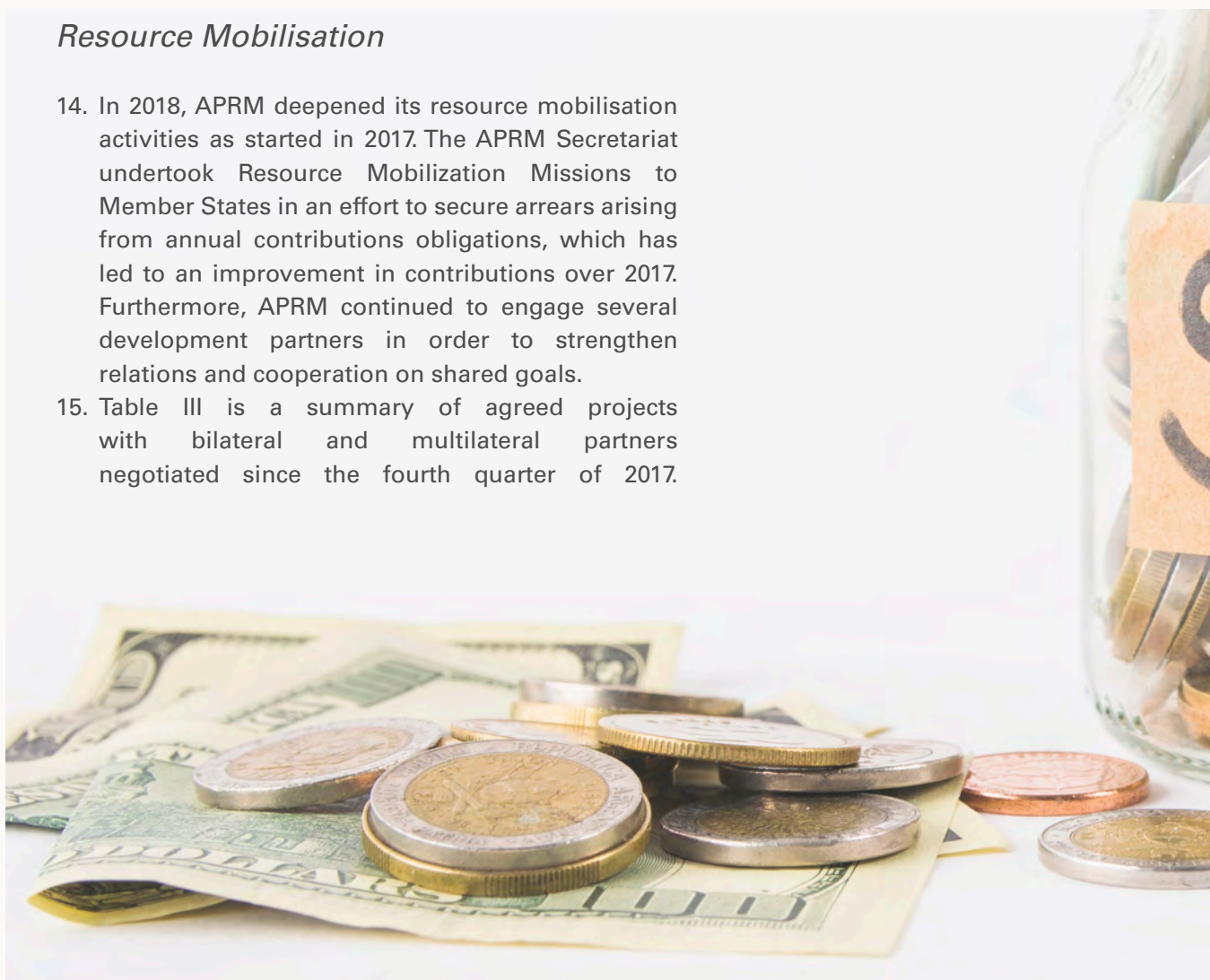
**Table II: Funds from the African Union Commission and Partners in 2018**

<b>PARTNER</b>	<b>AMOUNT AS</b>
African Union Commission	\$1, 591,893
African Development Bank	\$244,494
<b>TOTAL FUNDS RECEIVED FROM AUC AND PARTNERS</b>	<b>\$1, 836,387</b>

### *Resource Mobilisation*

14. In 2018, APRM deepened its resource mobilisation activities as started in 2017. The APRM Secretariat undertook Resource Mobilization Missions to Member States in an effort to secure arrears arising from annual contributions obligations, which has led to an improvement in contributions over 2017. Furthermore, APRM continued to engage several development partners in order to strengthen relations and cooperation on shared goals.

15. Table III is a summary of agreed projects with bilateral and multilateral partners negotiated since the fourth quarter of 2017.





**Table III: Projects with Strategic, Bilateral and Multilateral Partners**

ACTIVITY	RESULT
African Union	AU supported the extended mandate with \$ 1.591 million.
UNECA	APRM Signed an MOU with UNECA on Funding. UNECA seconded a senior Technical staff member to APRM from 2016 to mid-year 2018.
UNDP	UNDP is to commence replenishment of the Trust Fund.
AfDB	In 2018, AfDB funded APRM core review activities with \$244, 494
MO Ibrahim Foundation	The Foundation funded APRM activities with USD 60,000
European Union	APRM engaged European Union Office in Addis Ababa in October 2017, January 2018 and March 2018. EUR 4mil (approximately USD 5mil is being negotiated for APRM projects as part of the EU's next funding cycle starting in 2020.
Turkey	Turkey International Development and Cooperation confirmed interest to fund APRM programmes. There is currently a follow up with Turkey.
DFID	Engagements and discussion commenced and continuing
Canada, Switzerland and Nordic countries	The APRM Secretariat is engaging Canada, Switzerland, Nordic countries for funding.
BRICS New Development Bank	BRICS New Development Bank has agreed on close partnership with APRM especially on building capacity for Secretariat as a rating agency.
GIZ	APRM engaged the GIZ over this period. Several Mission to GIZ in Addis Ababa have been undertaken. The GIZ funded EUR 70 000 (approximately USD 85k) to fund the first phase of the and Elections and Violence project in 2018.

16. In addition, the APRM has had bilateral outreach with the UN Secretary General's Office, the UN Women; the South-South Cooperation; UNDESA; UNDP RBA; Global Compact; Permanent Mission of Japan to the United Nations and the Ambassador of the UAE to South Africa to discuss partnership and cooperation.



## *Human Resource Capacity Development*

17. As stipulated in Strategic Plan, the African Peer Review Mechanism is in the final stages of integration as a specialised agency with the African Union. Due to the Expanded Mandate, the APRM organogram was updated in 2018, and this process calls for APRM to align all its processes and procedures with those of the AU, and for capacitation of the APRM Secretariat. The total number of staff are currently Fifty-Four (59) including:

- » 19 - Regular staff
- » 40 - Short term staff (4 are for expanded mandate)
- » 6 - AU Youth Volunteer
- » 2 - AU Seconded Staff
- » Total 59

18. The total of 59 does not include 2 AUC seconded staff and 6 AUC volunteers.

19. Capacity building and development of staff is being done in cooperation with Africa Union Learning Academy (AULA) who afforded APRM the opportunity to send some staff members on a drafting course and a Strategic Management workshop in 2018.

# SAP

## *SAP Integration with the African Union Commission*

20. From 22 to 26 October 2018, in line with APRM's objective of aligning its financial and administrative systems with the AU, the corporate services staff at the APRM Secretariat participated in a week-long integration testing workshop on AU SAP systems in Addis Ababa. The workshop was designed to identify requirements and test newly developed APRM SAP systems and its integration with the AU SAP systems. The SAP Unit/Integration testing also served as training session to the APRM Team as they had hands-on interaction with the system and its various modules. The SAP system went live by late November 2018 and was fully in place and functioning at the end of the year.



## II. Strategic Plan Priority Area 3: M&E, RESEARCH & DEVELOPMENT AND OPERATIONAL TOOLS

### *State of Governance Report (Expanded Mandate)*

21. The APRM Secretariat is the current two-year chair of the African Governance Architecture (AGA) Platform, which in March 2018 agreed on a Work Plan and Strategic Framework that identified collaborative priority activities for 2018. The APRM is the lead institution for the development of the State of Governance in Africa Report (SoGR). The report assesses the status of African governance, including progress towards the attainment of the AU shared values, and will be the basis for future monitoring of governance trends.
22. APRM hosted the first validation meeting on the draft report in October 2018. In early January 2019, the draft report was validated by APRM structures and the AGA Platform. The report is expected to be presented by H.E President Idris Déby, Chairperson of the APR Forum, at the AU Assembly meeting in February 2018.

### *Improving APRM Methodology and Practices*

23. From 13th to 14th March 2018 the APRM held its annual flagship meeting, the 2nd APRM Annual Methodology Forum. The event was attended by members of the APRM community, experts, collaborating stakeholders and selected government official and non-state representatives. The Forum discussed, reviewed and exchanged ideas and practices on APRM Methodology and related processes for improved mission delivery. Discussion centred on rationalising and improving the APRM approaches in measuring governance, especially the tools and processes used in the context of the expanded mandate as well, as how to better incorporate APRM reviews in the AGA and APSA frameworks.

### *Deepening the APRM Review Processes*

24. In 2018, the APRM commenced a project to deepen its reviews, including the country self-assessment and external review processes through which the final APRM review report and national programmes of action are produced. The outputs from the exercise are due by December 2019 and will include a revised self-assessment questionnaire; a revised APRM Organizations & Processes document; revised Guidelines for Countries to prepare for and Participate in the APRM, and an APRM handbook. The APRM has also commenced engagements with academic institutions to build the African governance and APRM knowledge base and enrich continental research capabilities in governance.



## II. Strategic Plan Priority Area 4:

### ADVOCACY AND COORDINATION WITH ALL APRM AND AU STRUCTURES BASED ON AU SHARED VALUES

#### *Decisions on AU Reform at the 11th Extraordinary AU Summit, 17-18 November*

25. At its 11th Extraordinary held in November 2018, it was noted that strengthening of the APRM envisaged in the AU Reforms covers three primary objectives:
- First, is to place governance at the center of the programme of the African Union, in line with Agenda 2063, to promote and engender transformative leadership, and entrench the Shared Values within our countries, in our respective regions, and across the entire continent, by 2023;
  - Second, the Reforms have given the APRM additional responsibilities, the Expanded Mandate, conferred by the Assembly through Decision 631 and Decision 686; the most important of which is for APRM to track and monitor the state of governance on our Continent; and
  - Finally, the Reforms are aimed at strengthening the APRM institutionally, to enable the Mechanism to play its role as a premier structure of our Union responsible for governance.
26. The Extraordinary Summit Decisions reflected these objectives and included a decision to integrate the APRM budget in the statutory union budget, and for the APRM to present a first State of Governance in Africa Report for consideration by the 32nd Ordinary Session of the AU Assembly in February 2019. The Assembly also urged the remaining 18 AU Member States who are not members of the APRM to accede to achieve universality in APRM Member States by 2023.

#### *Presentation of APRM Governance Reports at the Pan-African Parliament and the African Commission on Human and Peoples' Rights*

27. On 30 October 2018, during the first Ordinary session of the Fifth Pan-African Parliament, the APRM Country Review Reports of Djibouti, Chad and Senegal were tabled by Professor Abu-Manga and Professor Khayal of the APR Panel of Eminent Persons. Concurrently, also on 30 October 2018, these reports were tabled at the 63rd Ordinary Session of the African Commission on Human and Peoples' Rights by the Chairperson of the APRM Panel of Eminent Persons, Honourable Brigitte Mabandla.



## *Launch of the Africa Network on Corporate Governance of State-Owned Enterprise*

28. The Africa Network on Corporate Governance of State-Owned Enterprises was officially launched in Mauritius on 8th November 2018. The Network that was founded and managed by the OECD for the benefit of SADC countries, is now launched under the leadership of the APRM for all regions in Africa. The APRM will align the Network's priorities with the APRM objective of promoting good corporate governance on the Continent. The launch was attended by Ambassador Ombeni Sefue from the APR Panel of Eminent Persons, as well as representatives from 18 AU Member States including Angola, Botswana, Chad, Congo Brazzaville, Congo DRC, Kenya, Lesotho, Mauritania, Mauritius, Namibia, Niger, Senegal, Seychelles, South Africa, Sudan, Swaziland, Zambia and Zimbabwe as well as a non-Member State, Turkey. Furthermore, Development Financial institutions that support State-Owned Enterprises were represented including the Development Bank of Southern Africa (DBSA), Afrexim Bank and the World Bank. APRM strategic partners, the African Capacity Building Foundation (ACBF) and the Mo-Ibrahim Foundation also participated in the launch meeting, as well as the OECD.

## *Academic Institutions*

29. The APRM commenced engagements with Academic Institutions in order to build the APRM's knowledge base and enrich APRM's research capabilities. In 2018:

- MOUs with the University of Pretoria and the University of Witwatersrand in South Africa were signed. With the University of Witwatersrand, a workshop was held to identify areas of cooperation. Similar engagements with several other universities on the Continent are also planned.
- The APRM was invited by the Delaware State University (DSU) to address it on the work of APRM and to deepen interaction with respect to governance with the African Diaspora, the sixth region of the Continent. The DSU is a historically black university (HBU) in the USA, of which there are 102 in total. It is intended that the cooperation between the APRM and the DSU and other HBUs in the USA will allow for the diaspora to gain African awareness, become advocates of Africa and to contribute to the work of promoting governance on the continent.



## *The United Nations High-Level Political Forum*

30. APRM participated in the High-Level Political Forum (HLPF) 2018, held at the UN Headquarters from 14 to 19 July 2018, at the invitation of the United Nations Department of Economic and Social Affairs (UNDESA). APRM participants included the CEO of the APR Secretariat, Professor Eddy Maloka as well as the Chairperson of the Committee of Focal Points, Hon. Khayar Oumar Defallah, the Chairperson and Vice Chairperson of the APR Panel of Eminent Persons, Hon. Bridgette Mabandla and Professor Ibrahim Gambari; Ambassador Mona Omar Attia (Member of the APR Panel), the APRM Focal Point for Kenya, Dr. Julius Monzi MUIA; the APRM Focal Point for Rwanda, Dr. Jean Paul Kimonyo, the Executive Director of the APRM National Secretariat in Chad Mr. Dounia Sandjima and other high-level delegates and members of the APRM Secretariat. APRM participated in the Voluntary National Reviews by UNDESA of the member states that had submitted themselves for assessment on their progress on implementation of the SDGs.
31. From 1 to 2 October 2018, the APRM, in partnership with the Organization for Economic Co-operation and Development (OECD), the United Nations Department of Economic and Social Affairs (UNDESA) and the United Nations Economic Commission for Africa (UNECA), organized a two-day technical meeting at the headquarters of the African Union, Addis Ababa, Ethiopia. The main objective of the meeting was to support the sixteen African Union Member States that have elected to prepare Voluntary National Reviews (VNRs) on SDGs for the 2019 round of the United Nations High Level Political Forum (HLPF).





## VI. WAY FORWARD AND PERSPECTIVES FOR 2019

32. In 2018, APRM continued with implementation of its work plan, despite a challenging funding environment due to a shortfall in contributions from Member States. The AU Assembly decision to integrate the APRM budget in the statutory union budget is a positive development that will allow APRM to meet this challenge and continue to meet its Agenda 2063 obligations as a part of the AU family.
33. In 2019, APRM will present its inaugural State of Governance report to the AU Assembly, implement new targeted reviews starting with Djibouti and Senegal, continue with its traditional full reviews including peer reviews of Cote d'Ivoire, Mozambique and Liberia, and deepen its governance tools through the Third Annual Methodology Forum and its "Deepening the reviews" project. The APRM family is set to grow further with Botswana joining the APRM club as its 38th member State at the APR Forum scheduled for 9 February 2019, and APRM will continue to build ties within the African Governance Architecture (AGA) Platform and the African Peace and Security Architecture (APSA).

# Report on the Implementation of Country Missions for 2018



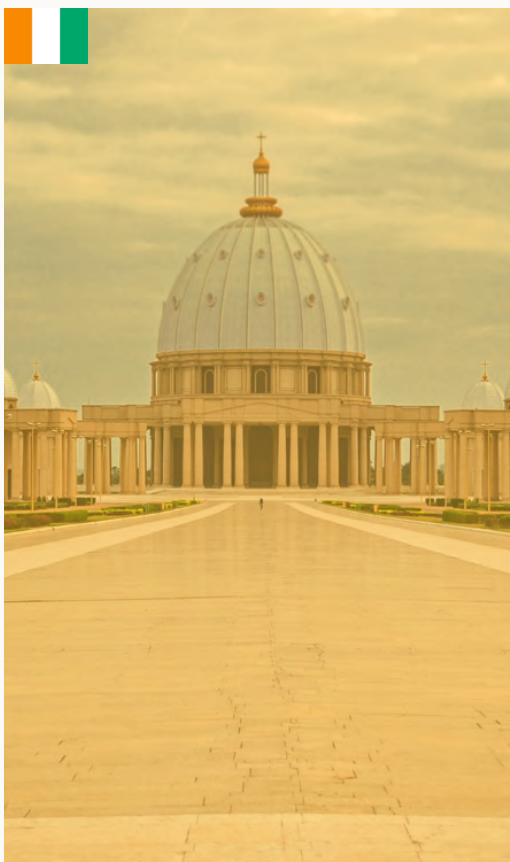
# 2018

## 1. INTRODUCTION

The current report provides the state of implementation of the country missions undertaken by the APRM from January to December 2018. These missions include advance missions, follow-up missions, support missions, country review missions and other activities related to the APRM core mandate.



## 2. COUNTRY REVIEW MISSIONS



### Côte d'Ivoire

Cote d'Ivoire received the Country Review Mission from 8 to 30 July 2018. The review team was composed of 6 independent African experts and 6 Secretariat staff led by Professor Mahamoud Youssouf Khayal.

The CRM met different stakeholders including state and non-state actors for wide consultation on the state of governance in Cote d'Ivoire. The first draft review report of Cote d'Ivoire was presented to the APR Panel at its September 2018 meeting in Sandton, South Africa. After integrating the Panel comments, the report was sent to Cote d'Ivoire for their comments as envisaged in the APRM rules and procedures. According to the roadmap agreed on with the government of Cote d'Ivoire, the Country Review Report is scheduled to be peer reviewed by the APR Forum during its summit scheduled for February 2019, in Addis Ababa, Ethiopia.



### Mozambique

Mozambique becomes the 3rd country to undertake her second-generation review after Kenya and Uganda. The country review mission was from 10 to 26 November 2018. The mission was composed of 5 African consultants and 6 APRM secretariat staff members under the leadership of the lead panelist Amb. Mona Attia. During the launch of the mission, Amb. Mona noted that the second review aims to show progress the country has achieved since the first review, identify challenges in the implementation of the recommendations made and discuss the efforts being made to address those challenges. The Review Report is expected to be tabled for peer review at the February 2019 APR Forum to be held in Addis Ababa, Ethiopia.



# 3

## 3. SUPPORT MISSIONS

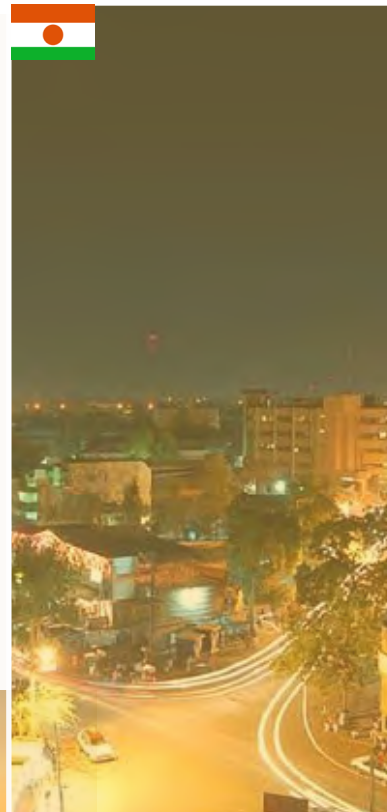
### Egypt

Egypt received the Support Mission that took place in March 2018 and led to the signing of the MOU on Technical Assessments on the 31st of May 2018 by Prof Ibrahim Gambari, lead panelist for Egypt on behalf of the APR Forum of Heads of State and Egypt, represented by the Prime Minister of the Arab Republic of Egypt, H.E. Sherif Ismail. The signing ceremony of the MOU took place in Cairo, Egypt and marked the commencement of the country self-assessment process. Based on the agreed roadmap, the APRM has scheduled the Egypt Review Mission for the end of the first quarter of 2019. In addition to the Support Mission, an APRM delegation jointly led by Honorable Khayar Oumar Defallah, Chairperson of the APRM Committee of Focal Points and Chad Focal Point, and Professor Eddy Maloka, CEO of the APRM Secretariat, visited Egypt and held a consultative meeting with Egyptian authorities from 03 to 07 November 2018.

The purpose of the mission was to undertake wide-ranging consultations on (i) progress in completing the self-assessment report and (ii) seek the support of Egypt for the APRM, which will chair the African Union in 2019.

### Niger

A support mission took place in the first quarter of 2018. This mission enabled the signature of the MoU and the discussion of a roadmap for the Country self-assessment. In addition, the mission enabled the APRM team to give a practical training to the members of NGC to undertake the self-assessment process.



## 4. ADVANCE MISSIONS

### Ghana

Prof Ibrahim Gambari, Deputy Chairperson of the APR Panel of Eminent Persons and Lead Panelist for Ghana paid a courtesy visit to His Excellency Nana Addo Dankwa Akufo-Addo, President of the Republic of Ghana on Wednesday, 9th May, 2018, to discuss how to rekindle the APRM process after many years of inactivity in the pioneering country. Among issues which Prof Gambari discussed with the President of Ghana include the need for institutionalizing the APRM through legal backing; reconstituting the APRM National Governing Council and allocating necessary resources to enable the NGC to do the work in particular preparing the long overdue second review.

In welcoming the APRM delegation, President Nana Akufo-Addo reiterated his commitment to the APRM and the ongoing AU reforms, which have repositioned the APRM as the AU instrument for monitoring UN Sustainable Development Goals (SDGs) and the AU Agenda 2063 and tasked his team to ensure that the APRM is quickly revitalized in Ghana. The President also accepted the request to be the champion of the APRM in the current efforts of universal continental accession.



## Namibia

The Advance Mission to Namibia took place from 11 to 12 September 2018. The mission was led by Ambassador Sefue, Lead Panel Member for Namibia, and included members of the APR secretariat. Ambassador Sefue met with H.E. President Hage Geingob, as well as other members of the executive including Hon. Netumbo Nandi-Ndaitwah, Deputy Prime Minister and Minister of International Relations and Cooperation, Hon. Obed Kandjoze, Minister of Economic Planning and Director General of the National Planning Commission, and National APRM Focal Point and members of the National APRM Secretariat. The mission also carried out sensitisation activities by convening a national stakeholder's forum on 12 September and holding a media conference. The advance mission served several objectives including discussions on (i) the establishment of national structures to manage APRM activities including the National Governance Commission/Governing Council; (ii) Sensitization of stakeholders on the APRM; (iii) Allocation of budget for the review activities; and (iv) introduction of the MOU for Technical Assessments and Country Review Missions.



## South Africa

The APRM undertook an advance mission to South Africa on 1st June 2018. APRM Focal Point, Hon. Ayanda Dlodlo and the APR Lead Panellist, Hon. Bishop Sengulane, discussed the country readiness to embark on the second-generation review. The Minister Focal Point reiterated South Africa commitment to the APRM and informed the Lead Panelist that the second-generation review for South Africa will commence in 2019 after the general elections.



## 5. FOLLOW-UP MISSIONS

### Mauritius

The APRM undertook a Follow-up mission to Mauritius from 12 to 13 November 2018 to introduce Ambassador Ombeni Sefue to the APRM community in Mauritius including the focal point, senior government leaders, and the newly appointed National Governing Council. Mauritius confirmed its readiness to present its first APRM progress report by the Hon Pravind Kumar JUGNAUTH, MP, Prime Minister of Mauritius, at the APR Forum of Heads of State and Government meeting in February 2019. The APRM delegation discussed the need to sensitise stakeholders, including civil society and the private sector on the APRM, and agree on a roadmap for Mauritius to embark on a second review.



### Uganda

Following the second peer review of Uganda in January 2018, at the request of Uganda, an APRM delegation, led by Bishop Dinis Sengulane, Lead APR Panel Member for Uganda, and including members of the APRM Secretariat staff, undertook a Follow-up Mission from 07 to 08 June 2018. The Mission met with H.E. President Yoweri Museveni, Hon. David Bahati, Minister of State in charge of National Planning and APRM Focal Point for Uganda, as well as members of the APRM National Governing Council.

*At the conclusion of the Follow-Up Mission, while the Uganda second-round report was welcomed as a balanced and high-quality report, it was also agreed that:*

- a. A revised set of government comments will be submitted to the APRM Secretariat by end of June 2018, which will be appended to the country review report when it is published;
- b. Considering the significant developments recorded since the second peer review, the APR Panel shall be free to use the "Foreword from the Chairperson" section of the report to highlight them as appropriate;
- c. The APRM Secretariat to expedite the process of operationalising the decision taken on the Bottlenecks report along two tracks: (i) to develop indicators in line with APRM tools, and then pilot them in selected countries; and (ii) to integrate the lessons learnt under each of the bottlenecks into the ongoing renewal of the APRM tools and processes, including the country self-assessment questionnaire and the review processes;
- d. The Secretariat to submit to H. E. President Museveni, through Honourable David Bahati, the APRM Focal Point, an update on the progress of the bottlenecks project, along with a detailed roadmap, so H. E. the President may use it as an input for his update to peers at the forthcoming APR Forum; and
- e. Uganda would volunteer to become one of the first countries to undergo a targeted review based on a pilot of the newly approved bottlenecks



## Liberia

The APRM held three follow up missions to Liberia in 2018. The first mission was led by Hon Brigit Mabandla in January 2018, few weeks after the election of His Excellency George Weah into office as the new president of the Republic. The purpose of the mission was to engage the new administration on Liberia peer review which was scheduled in January 2018. During this mission, His Excellency George Weah, requested that the APRM Continental Secretariat facilitate a technical revalidation exercise on the findings of the Liberia Country Review Report (CRR) in order to prepare his administration for the peer review.

The second mission in response to the request of Liberia was undertaken in April 2018. The technical revalidation exercise was to: i) ensure that the Government of Liberia takes ownership of the Liberia County Review Report; ii) further align and reflect the vision and futurized account of the new administration and iii) ensure the integration of the National Program of Action (NPOA), into Liberia's National Develop Plan.

The third follow up mission to Liberia took place in October 2018 and was led by the Chairperson of the Panel of Eminent Persons and Lead Panellist for Liberia, Hon Brigitte Mabandla. The purpose of the mission was to meet H.E. President George Weah, and discuss the readiness of Liberia for Peer Review at the APR Forum of Heads of State and Government in February 2019. In his statement, H.E. George Weah reaffirmed his commitment to the APR Process and confirmed his attendance to the APR Forum meeting scheduled in February 2019.







## 6. AFRICA DIALOGUE SERIES 2018

The APRM delegation participated in the Africa Dialogue Series 2018 organised by UNOSAA and Partners in order to contribute to building stronger UN-AU partnerships for peace, security and development in Africa. The APRM delegation also organised two side events aimed at increasing awareness of the APRM work at the UN. In addition, the APRM in partnership with the Permanent Mission of Nigeria to the United Nations organised a round table discussion on *“APRM as early warning system and conflict prevention mechanism for Africa”*.

## THE CONTINENTAL CONSULTATIVE COMMITTEE OF THE NGCS HELD ON 24-25 OCTOBER 2018, IN SANDTON, SOUTH AFRICA.

The Continental Consultative Committee (CCC) of the National Governing Councils (NGCs) held its 7th meeting on 24th to 25 October 2018, in Sandton, South Africa. The focus of the meeting was “establishing and strengthening of the APRM national structures” and most particularly strengthening the NGCs; as these play a crucial role in the APRM process at the national level.

Participants exchanged extensively on the different challenges that the NGCs face in their efforts to bring about improvements in the conduct of the APRM Process at the national level. Some of those challenges include: i) Non-compliance with APRM guidelines for setting up national structures, ii) Harmonisation of National Structures across the continent, iii) the place of National Structures within Member States, iv) Composition of National Structures, v) Lack of guidance and strategic direction, vi) Budget framework and budget allocation, among others.

As an outcome of the meeting, participants to the Continental Consultative Committee of the NGCs devised a Plan of Actions for implementation from March 2019, that would respond to the abovementioned challenges. The Plan will be submitted to the Continental Secretariat for funding.





## 7. CONCLUSION

The APRM has implemented the 2018 work plan, despite a challenging funding environment due to a shortfall in contributions from Member States. Noteworthy activities in the reporting period January-December 2018 have taken place and these include the Review Mission to Cote d'Ivoire and Mozambique.

# APRM MEMBER STATES CONTRIBUTION SUMMARY

	MEMBER STATE	DATE OF ACCESSION	2004 USD	2005 USD	2006 USD	2007 USD	2008 USD	2009 USD	2010 USD
1	Algeria	09-Mar-03	500 00	1 000 000	-	1 000 000	-	-	-
2	Angola	08-Jul-04	-	-	-	400 000	-	-	-
3	Benin	31-Mar-04	-	-	-	-	450 000	190 000	-
4	Burkina Faso	09-Mar-04	100 000	-	-	-	400 000	-	200 000
5	Cameroon	03-Apr-03	-	-	-	-	500 000	-	120 000
6	Chad	01-Jan-13	-	-	-	-	-	-	-
7	Congo	09-Mar-03	-	-	-	-	-	-	100 000
8	Cote d'Ivoire	29-Jan-15	-	-	-	-	-	-	-
9	Diibouti	01-Jul-07	-	-	-	-	-	-	-
10	Egypt	09-Mar-04	1 100 000	-	-	100 000	100 000	-	-
11	Equatorial Guinea	25-Jan-14	-	-	-	-	-	-	-
12	Ethiopia	09-Mar-03	100 000	100 000	100 000	100 000	100 000	100 000	100 000
13	Gabon	14-Apr-03	-	200 000	-	-	-	-	-
14	Gambia	01 -Jan-18	-	-	-	-	-	-	-
15	Ghana	09-Mar-03	-	100 000	-	400 000	-	200 000	-
16	Kenya	09-Mar-03	100 000	200 000	100 000	-	100 000	100 000	-
17	Lesotho	08-Jul-04	-	100 000	-	100 000	100 000	300 000	-
18	Liberia	01-Jan-11	-	-	-	-	-	-	-
19	Malawi	08-Jul-04	-	-	100	200 000	-	-	-
20	Mali	28-May-04	100 000	-	-	-	-	700 000	-
21	Mauritania	30-Jan-08	-	-	-	-	-	-	-
22	Mauritius	09-Mar-03	-	-	-	-	-	-	100 000
23	Mozambique	09-Mar-04	100 000	100 000	-	100 000	100 000	200 000	100 000
24	Namibia	28-Jan-17	-	-	-	-	-	-	-
25	Niger	01-Jul-12	-	-	-	-	-	-	-
26	Nigeria	09-Mar-03	250 000	1 000 000	-	1 100 000	-	1 000 000	-
27	Rwanda	09-Mar-03	100 000	100 000	100 000	-	-	100 000	-
28	Sao Tome and Principe	28-Jan-07	-	-	-	-	-	-	-
29	Senegal	09-Mar-04	100 000	100 000	-	-	-	-	-
30	Sierra Leone	08-Jul-04	-	-	-	-	-	-	100 000
31	South Africa	09-Mar-03	813 815	1 578 097	755 002	1 500 000	1 300 000	340 000	340 000
32	Sudan	22-Jan-06	-	-	-	-	-	-	-
33	Tanzania	08-Jul-04	-	-	-	100 000	-	-	-
34	Togo	29-Jun-08	-	-	-	-	-	-	202 000
35	Tunisia	01-Jan-13	-	-	-	-	300 000	-	-
36	Uganda	09-Mar-03	-	-	-	-	200 000	-	300 000
37	Zambia	22-Jan-06	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>3 363 815</b>	<b>4 578 097</b>	<b>1 155 002</b>	<b>5 100 000</b>	<b>3 650 000</b>	<b>3 230 000</b>	<b>1 662 000</b>



# 2004 - 2018

	2011 USD	2012 USD	2013 USD	2014 USD	2015 USD	2016 USD	2017 USD	2018 USD	TOTAL FUNDS USD
	-		-	-	-	-	-	-	2 500 000
	-	500 000	-	-	-	-	-	-	900 000
	-	-	-	-	-	-	-	-	640 000
	100 000	100 000	-	200 000	-	203 244	-	-	1 303 244
	-	-	280 035	-	-	278 019	-	-	1 178 054
	-	-	-	-	300 000	-	-	299 962	599 962
	-	106 471	-	-	344 520	-	-	-	550 991
	-	-	-	-	85 251	223 350	-	217 563	526 164
	200 000	-	-	-	199 985	500 000	-	-	899 985
	-	-	-	-	-	-	-	199 986	1 499 986
	-	-	-	-	-	-	-	699 962	699 962
	100 000	100 000	100 000	100 000	100 000	100 000	199 965	-	1 499 965
	625 000	-	-	-	-	-	-	-	825 000
	-	-	-	-	-	-	-	-	0
	-	-	200 000	-	-	-	591 629	-	1 491 629
	200 000	100 000	83 318	116 682	148 985	600 000	237 252	-	2 086 237
	100 000	100 000	-	-	59 317	440 668	-	-	1 299 985
	-	-	-	-	500 000	-	199 935	-	699 935
	-	-	-	-	-	-	-	-	300 000
	-	-	-	-	-	1 003 171	-	-	1 803 171
	-	-	-	-	-	-	-	-	0
	-	-	-	-	-	-	199 965	199 965	499 930
	100 000	100 000	-	300 000	100 000	-	199 985	200 015	1 700 000
	-	-	-	-	-	-	199 795	197 512	397 307
	-	-	-	-	-	48 612	-	500 000	48 612
	1 000 000	-	-	-	639 579	100 000	-	199 935	5 589 579
	-	-	100 000	500 000	100 000	200 000	200 000	-	1 699 935
	-	-	-	-	-	-	-	-	0
	-	-	735 346	-	161 838	198 929	-	-	1 296 114
	-	-	-	-	90 461	110 954	-	191 402	301 415
	1 460 000	1 302 637	274 120	248 826	217 570	100 000	209 942	99 336	10 731 411
	100 000	-	-	245 000	-	-	499 506	-	943 842
	-	-	803 968	-	-	-	495 782	183 677	1 399 750
	-	-	-	47 121	40 121	100 000	-	-	572 919
	-	-	-	-	-	-	-	270 985	0
	-	80 000	-	515 064	-	-	96 194	250 292	1 262 243
	100 000	100 000	46 098	-	82 199	-	-	-	1 078 589
	<b>4 085 000</b>	<b>2 589 108</b>	<b>2 722 885</b>	<b>2 272 693</b>	<b>3 169 825</b>	<b>4 206 946</b>	<b>3 329 950</b>	<b>3 710 592</b>	<b>48 825 913</b>



# STATEMENT OF CONTRIBUTIONS TO THE APRM AND OUTSTANDING BALANCES

CONTRIBUTIONS							
	MEMBER STATE	DATE OF ACCESSION	Expected Contributions between 2004 - 2018 USD	2004 - 2016	2017		
				Contributions Received USD	Annual Contributions USD	Special Contributions USD	
1	Algeria	09-Mar-03	1 700 000	2 500 000	-	-	
2	Angola	08-Jul-04	1 700 000	900 000	-	-	
3	Benin	31-Mar-04	1 700 000	640 000	-	-	
4	Burkina Faso	09-Mar-04	1 700 000	1 303 244	-	-	
5	Cameroon	03-Apr-03	1 700 000	1 178 054	-	-	
6	Chad	01-Jan-13	800 000	300 000	-	-	
7	Congo	09-Mar-03	1 700 000	550 991	-	-	
8	Cote d'Ivoire	29-Jan-15	600 000	308 601	-	-	
9	Diibouti	01-Jul-07	1 400 000	899 985	-	-	
10	Egypt	09-Mar-04	1 700 000	1 300 000	-	-	
11	Equatorial Guinea	25-Jan-14	700 000	-	-	-	
12	Ethiopia	09-Mar-03	1 700 000	1 300 000	199 965	-	
13	Gabon	14-Apr-03	1 700 000	825 000	-	-	
14	Gambia	01 -Jan-18	200 000	-	-	-	
15	Ghana	09-Mar-03	1 700 000	900 000	591 629	-	
16	Kenya	09-Mar-03	1 700 000	1 848 985	237 252	-	
17	Lesotho	08-Jul-04	1 700 000	1 299 985	-	-	
18	Liberia	01-Jan-11	1 000 000	500 000	199 935	-	
19	Malawi	08-Jul-04	1 700 000	300 000	-	-	
20	Mali	28-May-04	1 700 000	1 803 171	-	-	
21	Mauritania	30-Jan-08	1 300 000	-	-	-	
22	Mauritius	09-Mar-03	1 700 000	100 000	199 965	-	
23	Mozambique	09-Mar-04	1 700 000	1 300 000	199 985	-	
24	Namibia	28-Jan-17	400 000	-	199 795	-	
25	Niger	01-Jul-12	900 000	48 612	-	-	
26	Nigeria	09-Mar-03	1 700 000	5 089 579	-	-	
27	Rwanda	09-Mar-03	1 700 000	1 300 000	200 000	-	
28	Sao Tome and Principe	28-Jan-07	1 400 000	-	-	-	
29	Senegal	09-Mar-04	1 700 000	1 296 114	-	-	
30	Sierra Leone	08-Jul-04	1 700 000	301 415	-	-	
31	South Africa	09-Mar-03	1 700 000	10 330 067	209 942	-	
32	Sudan	22-Jan-06	1 500 000	345 000	499 506	-	
33	Tanzania	08-Jul-04	1 700 000	903 968	495 782	-	
34	Togo	29-Jun-08	1 300 000	389 242	-	-	
35	Tunisia	01-Jan-13	800 000	-	-	-	
36	Uganda	09-Mar-03	1 700 000	895 064	96 194	-	
37	Zambia	22-Jan-06	1 500 000	828 297	-	-	
<b>TOTAL</b>			<b>52 900 000</b>	<b>41 785 371</b>	<b>3 329 950</b>		<b>-</b>
<b>Outstanding Contributions</b>							

2018			
Annual Contributions USD	Special Contributions USD	Total Outstanding Contributions as of 31 December 2018	
-	-	0	
-	-	(800 000)	
-	-	(1 060 000)	
-	-	(396 756)	
-	-	(521 946)	
299 962	-	(200 038)	
-	-	(1 149 009)	
217 563	-	(73 836)	
-	-	(500 015)	
200 000	-	(200 000)	
699 962	-	(38)	
-	-	(200 035)	
-	-	(875 000)	
-	-	(200 000)	
190 334	-	(18 037)	
237 252	-	0	
-	-	(400 015)	
-	-	(300 065)	
-	-	(1 400 000)	
-	-	0	
-	-	(1 300 000)	
199 965	-	(1 200 070)	
200 015	-	0	
197 512	-	(2 693)	
-	-	(851 388)	
500 000	-	0	
199 935	-	0	
-	-	(1 400 000)	
-	-	(403 886)	
-	-	(1 398 585)	
191 402	-	0	
99 336	-	(556 158)	
-	-	(300 250)	
183 677	-	(727 081)	
-	-	(800 000)	
270 985	-	(437 757)	
250 292	-	(421 411)	
4 138 191	-	(18 094 071)	
<b>from Member States as of 31 December 2018</b>			<b>(18 094 071)</b>

# APRM FINANCIAL YEAR JANUARY 2018 - DECEMBER 2018

DATE: 13-NOV-18



# **INTERIM FINANCIAL STATEMENTS**

**FOR THE 9 MONTHS ENDED 30 SEPTEMBER 2018**





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## THE FOLLOWING REPORTS AND STATEMENTS ARE PRESENTED TO STAKEHOLDERS:

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| <b>40</b> | Statement of changes in equity                       |
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## MANAGEMENT RESPONSIBILITIES AND APPROVAL

Management of APRM Secretariat is required by the APR Forum, to maintain adequate accounting records and is responsible for the content and integrity of the financial statements and related financial information included in this report. It is the responsibility of APR Forum to ensure that the financial statements and the related affairs of the APRM are fairly presented at the end of the financial year. The APR Forum also ensures that the results of the operations and cash flows of APRM for this period, are in conformity with International Public-Sector Accounting Standards aligned to the AU.

The financial statements are therefore prepared in accordance with International Public-Sector Accounting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Management acknowledges that it is ultimately responsible for the system of internal financial control established by the APRM and places considerable importance on maintaining a strong control environment. To enable the management to meet these responsibilities, they set standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are being put in place at the APRM Secretariat and all employees are required to maintain the highest ethical standards in ensuring the APRM's business is conducted in a manner that is all reasonable circumstances above reproach.

The APRM has a risk management system that is focused on identifying, assessing, managing and monitoring all known forms of risk across the APRM. While risk cannot be fully mitigated, the APRM endeavors to minimize it by ensuring improvement in its infrastructure, controls, systems and ethical behavior as applied and managed within predetermined procedures and constraints.

The APRM Management believes that the financial records may be relied on for the preparation of the financial statements. However, any system of internal control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The financial statements set out on page 4 to 32 have therefore been prepared on this fore-mentioned basis.

**Professor Eddy Maloka**  
**(Chief Executive Officer: APRM)**

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# CHIEF EXECUTIVE OFFICER'S REPORT

*The chief executive officer has pleasure in submitting his report together with the interim financial statements for the 9 months ended 30 September 2018*

## **The Legal Form of the Entity**

The African Peer Review Mechanism (APRM) is a Specialised organ of the African Union and the continent's primary self-monitoring and peer review tool for promoting good governance. It was launched in March 2003 by the NEPAD Heads of State and Government, the African Peer Review Mechanism (APRM) has a membership of 37 African Union (AU) Member States as of April 2018.

A key milestone for the APRM was the provisional adoption of an APRM Statute by the APR Forum held in Nairobi in August 2016, which allowed the APRM, for the first time in its history, to be firmly grounded on a clear legal instrument. The Mechanism exists as a voluntary exercise between African states to systematically assess and review governance at Head of State peer level. Twenty-One Member States have been reviewed as of June 2018, with Kenya and Uganda having completed second reviews in January 2017 and January 2018 respectively and Sudan having completed its first peer review at the APR Forum Summit held in January 2018. The APRM facilitates good governance by promoting adherence to norms of conduct contained in the African Charter on Democracy, Elections and Governance (ACDEG).

## **Main Business and Operations**

The Mechanism exists as a voluntary exercise between African states to systematically assess and review governance at Head of State peer level. In January 2017, the African Union extended APRM's mandate by approving the Kagame report on AU institutional reforms recommendation for "the African Peer Review Mechanism [to] be strengthened to track the implementation and oversee the monitoring and evaluation in key governance areas of the continent." Operationalisation of this extended mandate started in the fourth quarter of 2017 and entails the extension of APRM's governance monitoring to all 55 AU Member States. The specific focus areas under the Extended Mandate include:

- i. tracking governance including for AU Agenda 2063 aspirations in all AU Member States
- ii. tracking the SDGs for the AU Member States; and
- iii. providing support to Member States in the field of Rating Agencies, including by assessing areas of vulnerability requiring improvement.



# KEY ACHIEVEMENTS

*APRM achievements will be summarized in each of the four strategic plan key priority areas (KPA) and the extended mandate*

## **I. Strategic Plan Priority Area 1: Review and Implement the APRM Core Mandate**

The APRM has completed governance reviews of twenty-two Member States. In January 2018, the APR Forum peer reviewed Sudan (first review) and Uganda (Second review). In 2018, support missions, which launch the research-intensive phase of governance reviews, were fielded to Niger and Egypt. Advance and Follow Up missions to support Member States in various stages of progress on review were fielded to Egypt, Ghana, Liberia, Mauritius and Namibia. Smaller country engagement missions led by technical staff at the APRM and the CEO whose aim is to unblock work processes and drive APRM implementation were fielded to Senegal, the Gambia, Namibia, and South Africa among others. The review reports of Djibouti and Chad were launched in March and June 2018 respectively. Review Missions were fielded to Cote d'Ivoire (July 2018) and for the second review of Mozambique (November 2018).

As a result of the review activities in 2018, the 28th APR Forum to be held in Addis Ababa in February 2019 will include peer reviews of Liberia, Cote d'Ivoire and Mozambique. In September 2018, APRM structures approved Targeted Review Guidelines which were then sent to Member States. Senegal and Djibouti voluntarily agreed to undertake Targeted Reviews. A target review mission to Djibouti is scheduled for 16 to 20 December 2018.

## **II. Strategic Plan Priority Area 2: Resource Mobilisation, Financial Management and Capacity Development**

The APRM Secretariat has continued to focus on Resource Mobilization to Member States as well as projects with technical and development partners. With respect to Member States, the focus is on securing contributions for the current fiscal year as well as arrears arising from annual contributions obligations. Furthermore, following the approval by the AU PRC and Commission to fund APRM's expanded mandate from fourth quarter 2017, the APRM has received USD 1,591,893 in 2018 for the extended mandate. The APRM has also stepped up project activity with strategic partners in 2018, as this area directly supports the core mandate through technical and project related assistance. Up to 31 August 2018, the APRM has received USD 244, 494 from the African Development Bank to support and enhance the capacity for conducting governance reviews.

### **11th Extraordinary AU Summit**

The decisions from the 11th Extraordinary AU Summit held on reforms of the AU in Addis Ababa, Ethiopia from 17-18 November 2018 included a decision to integrate the APRM budget in the statutory union budget, and for the APRM to present its first State of Governance Report for consideration by the 32nd Ordinary Session of the AU Assembly in February 2019. The Assembly also urged the remaining 18 AU Member States who are not members of the APRM to accede in order to achieve universality members by 2023.

## **Human Resource Capacity Development**

As stipulated in Strategic Plan, the African Peer Review Mechanism is in the final stages process of fully integrating to African Union and coupled with expanded mandate of the APRM by AU Assembly in January 2017. The organisational structure for APRM was revised to consider the extended mandate in June 2018. As a result, recruitment for any vacancies will commence in due course. As at 30 September 2018, the staff complement is a total forty-two (42) staff members recruited during the year; of which Fourteen (14) are on AU regular contract, fifteen (15) on Short term, three (3) consultants, two (2) temps and eight (8) interns that have been confirmed as Research Assistants (P1). The total number of staff are currently Fifty-One (51) including:

- 19 - Regular staff
- 32 - Short term staff (8 are for expanded mandate and 1 Technical advisor)
- 51 - Total

Capacity building and development of staff is being done in cooperation with Africa Union Learning Academy (AULA) who afforded APRM the opportunity to send some of staff on Drafting course and Strategic Management workshop. Leadership and communication courses will follow suite later this year.

### **III. Strategic Plan Priority Area 3: M&E, Research & Development and Operational Tools**

*2nd APRM Annual Methodology Forum (13&14th March), 15th Anniversary Event (15 March)*

The APRM held a series of events from the 12th to 15th March, in Kigali, Rwanda co-hosted in collaboration with the Rwanda Governance Board. Three key activities took place. The first was a series of internal meeting to be held on 12th March 2018 including a Focal Points Steering Committee meeting, an extraordinary meeting of the APR Panel and a meeting of the NGC Consultative Committee Bureau. From the 13th to 14th March the APRM will held its annual flagship meeting, the 2nd APRM Annual Methodology Forum. The event was attended by members of the APRM community, experts, collaborating stakeholders and selected government official and non-state representatives from Rwanda. The final event was the celebration of the 15th APRM Anniversary and took place on 15th March as a Town hall format meeting, open to all participants to the earlier APRM events as well as Rwandan government officials and non-state participants.

The purpose of the Methodology Forum was to review and enrich the APRM Methodology and related processes for improved mission delivery, with the annual Fora functioning as a consultative and reference group for annual review of the APRM Methodology. The objective of the 2nd Methodology Forum was to rationalise the APRM approaches: tools and processes in the context of the expanded mandate. The Annual Forums also serve to review and generate recommendations on APRM methodology for consideration by the APR Policy Bodies. The second Methodology Forum assisted the APRM Community to discuss and enhance mutual understanding on the APRM Methodology and its applications; revise plans for more cost-effective and cost-efficient APRM processes and help create an integrated Stakeholder and Partnerships Framework for APRM Missions and incorporate AGA and APSA frameworks.

#### **IV. Strategic Plan Priority Area 4: Advocacy and Coordination with all APRM and AU Structures on the basis of AU Shared Values**

*APRM, the African Governance Architecture and the African Peace and Security Architecture*

The Africa Peer Review Mechanism is currently the chair of the Africa Governance Architecture (AGA) Platform for the January 2018 – December 2019 period. In August 2018, under the coordination of the AGA Secretariat, the APRM participated in the AGA Platform review of Togo's State Report on the African Charter on Democracy, Elections and Governance (ACDEG) as submitted in March 2017. The APRM is also developing closer ties with the AU's Peace and Security Architecture. To this end, APRM hosted a Technical Retreat between APRM and the African Peace and Security Architecture (APSA) on Harmonisation in the Context of the AU Flagship Project on Silencing the Guns by 2020, from 23-24 March 2018 in Cape Town. The main aim of the Retreat was to discuss better means of harmonising the objectives of the early warning and conflict prevention capabilities of the APRM and the African Governance Architecture Platform, which is chaired in 2018-2019 by APRM, with that of the African Peace and Security Architecture (APSA). This partnership is set to strengthen with a full meeting of the APR Panel of Eminent Persons and the Peace and Security Council due in the second half of 2018.

##### **Partnerships with Academia**

The APRM has commenced engagements with academic institutions to build the African governance and APRM knowledge base and enrich continental research capabilities. The APRM also continues to refine its research and operational tools. In March 2018, APRM hosted its 2nd APRM Annual Methodology Forum and commemorated its fifteenth anniversary in Kigali, Rwanda. The Methodology Forum was attended by members of the APRM community, governance experts, collaborating stakeholders including APRM partners and selected government official and non-state representatives. The purpose of the Methodology Forum was to review and enrich the APRM Methodology and related processes with its consultative and reference groups. The 15th Anniversary Commemoration took place after the Forum, on 15th March, as a Town hall format meeting.

##### **Global Partnerships: APRM at United Nations High-Level Political Forum 2018, New York, 14-19 July 2018**

Following the approval by its structures and Member States (Chad, Kenya, South Africa and Rwanda) during the statutory meetings held in Ndjamena, Chad, and in line with its core principle of peer learning and peer sharing, APRM participated in the High-Level Political Forum (HLPF) 2018, held at the UN Headquarters at the invitation of the United Nations Department of Economic and Social Affairs (UNDESA). The mission had two main outcomes. First, APRM participated in the Voluntary National Reviews by UNDESA of the member states that had submitted themselves for assessment on their progress on implementation of the SDGs. The second outcome was for the APRM to share its 15 years' experience with UNDESA and the member states that were undergoing VNR in 2018, on how UN Voluntary National Reviews (VNR) can be made more effective in future as an instrument for exchanging experiences, building partnerships and accelerating the implementation of the SDGs.



## Compliance with relevant legislation

The APRM is an international and diplomatic organisation. The APRM complies with African Union (AU) Financial rules and regulations. The APRM also complies with the South African Reserve Bank rules and regulations and has been provided with an Exchange Control Authority (ECA2354) to transact in foreign currencies. The entity also complies with the Tax Laws of the South African Government and has been registered for VAT.

## Financial results

Profit for the 9 months was USD 149 112

The results of the APRM for the year under review are fully set out in the attached financial statements and require no further comment.

## Going concern

The financial statements have been prepared on the going concern basis, since the Chief Executive Officer has every reason to believe that the APRM has adequate resources in place to continue operating in the foreseeable future.







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