



# LEGACY REPORT

UNDER THE COORDINATION OF  
HIS EXCELLENCY

IDRISS  
DÉBY  
ITNO

*President of the Republic of Chad and Chairperson of  
the APR Forum of Heads of State and Government*

**FEBRUARY 2018 - FEBRUARY 2020**

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## I. EXECUTIVE SUMMARY

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The African Peer Review Mechanism (APRM) is an agency of the African Union (AU) established in 2003 by the New Partnership for Africa's Development (NEPAD) Heads of State and Government Orientation Committee. The APRM is a mutually agreed instrument voluntarily acceded to by participating African States.

The mandate of the APRM is to ensure that policies and practices of participating States conform to the agreed political, economic and corporate governance values, codes and standards contained in the African Union Declaration on Democracy, Political, Economic and Corporate Governance in four (4) thematic

areas. These include: (i) Democracy and governance; (ii) Economic management and governance; (iii) Corporate governance; and (iv) Socio-economic development. The APRM is thus a mutually agreed instrument for the self-assessment of States Parties.

Apart from APRM process implementation bodies established at the national level, the APRM also has continental organs such as the African Peer Review Forum, the APR Panel of Eminent Persons, the APR Focal Points Committee and the APR Continental Secretariat. The African Peer Review Forum, which is composed of all the Heads of State and Government of the participating countries, is

the highest decision-making body that is fully responsible for the implementation of the Mechanism's process. As a result, the Forum ensures the organization and proper conduct of processes, with the aim of sharing knowledge, building capacities and encouraging the Peers to proceed through persuasion to make the APRM an effective, credible and acceptable instrument.

Elected for a two (2) year term of office, the Chairperson of the APR Forum of Heads of State and Government oversees the implementation of the instrument. With the technical and administrative support of the Continental Secretariat, and upon the proposal of the Panel of Eminent Persons, the Chairperson convenes the Summit of the APR Forum to consider various agenda items in accordance with the mandate of the Mechanism and take the necessary decisions.

After 2 (two) years at the head of the APR Forum, H.E. Uhuru KENYATTA, President of the Republic of Kenya, handed over the baton to H.E. Idriss DÉBY ITNO, President of the Republic of Chad at the 27<sup>th</sup> APR Forum of Heads of State and Government held on Saturday, 27 January 2018 at the African Union (AU) Headquarters, in Addis Ababa. Immediately upon assuming duty and cognizant of the many difficulties facing the Mechanism, in particular insufficient financial resources and absence of enthusiasm by some countries, Chairperson Idriss DÉBY ITNO made a commitment to pick up where his predecessor left off, notably with the implementation of a rigorous revitalization programme. Hence, in close collaboration with the APR Secretariat, he rolled out an ambitious programme, the main components of which are contained in the document titled Priority Actions of His Excellency President IDRIS DÉBY ITNO's Term of Office.

Following the integration of the APRM into the AU system, Chairperson Idriss DÉBY ITNO stressed the urgent need to also integrate the budget of this institution into the budget of the African Union. At the 11th Extraordinary African Union Summit of Heads of State and Government, the Assembly endorsed

Chairperson Idriss DÉBY ITNO's proposal and decided to integrate the budget of the APRM in the statutory budget of the AU while encouraging universal accession of all African States to the Mechanism process. His Excellency Idriss DEBY ITNO, President of the Republic of Chad and Chairperson of the APR Forum seized the opportunity to specifically invite the Heads of State and Government of the following countries to accede to the Mechanism: Madagascar, Guinea-Conakry, Burundi, Zimbabwe, Democratic Republic of the Congo, Comoros, the Kingdom of Morocco and Seychelles.

This decision of the 11th Extraordinary AU Summit of Heads of State and Government reinforced the APRM's capacity to pursue its mandate by initiating targeted reviews, conducting country peer reviews and ensuring the harmonization of National Plans of Action with National Development Plans for a better implementation of the recommendations made in review reports.

In addition to the integration of the APRM budget in that of the African Union, Chairperson President Idriss DÉBY ITNO, during his term of office, also initiated some flagship projects including: universal accession of AU countries to the Mechanism; deepening the review process with emphasis on greater participation of Civil Society; dissemination of APRM reports; and an Extended Mandate which takes into consideration the following activities: monitoring the implementation and oversight of the Continent's key governance initiatives taking into account the African Union (AU) Agenda 2063, the Africa Governance Report, South-South Cooperation and Voluntary National Review Reports of the Sustainable Development Goals (SDGs 2030), early warning system and conflict prevention, credit rating agencies and the African Network on Corporate Governance of State-Owned Enterprises. In addition, His Excellency Idriss DÉBY ITNO's tenure was marked by the revision and adoption of APRM legal structures, the 2020-2023 Strategic Plan, and the establishment of the National Governance Reports Framework.

During the period under review, the APRM conducted 3 (three) country reviews and submitted 5 (five) reports to the APR Forum of Heads of State and Government for validation, namely those of Sudan, Uganda, Côte d'Ivoire, Mozambique and the Arab Republic of Egypt. Each review gave rise to a National Programme of Action which could be implemented by the State concerned in order to address the issues identified. A national monitoring body prepares semi-annual and annual progress reports on the implementation of the National Programme of Action to be submitted to the APR Forum of Heads of State and Government. Country review reports are published after consideration by the Peer Forum.

The launch of country review reports is an important step in the review process as it offers an opportunity to disseminate the reports within the country concerned and in the continent. To this end, the Djibouti Country Review Report was launched in March 2018 while the second Uganda Country Review Report was launched in 2019. The second Mozambique and Kenya Country Review Reports were launched in May 2019. Targeted reviews, which focus on a theme or sector of particular interest in the socio-economic and political life of African States, constitute a major innovation implemented by the Mechanism, thus increasing its product portfolio. In all, 3 (three) targeted reviews were conducted from 2018 to 2019, namely: Djibouti, Namibia and Zambia. The Djibouti and Namibia targeted review reports were Peer reviewed during the 29th APR Forum in February 2020.

In pursuance of paragraph 25 of its Basic Document under which it is required to submit its reports to AU institutions within 6 (six) months of the review by the Forum of Heads of State and Government, the APRM did not only comply with that requirement [by submitting its reports to the Pan-African Parliament (PAP), the African Commission on Human and Peoples' Rights (ACHPR) and the Economic, Social and Cultural Council (ECOSOCC)], but also strengthened its relations with some of these institutions.

Following the approval in February 2019 of the African Governance Report by the Assembly of Heads of State and Government, member countries were urged to develop their National Governance Reports as a self-assessment tool through which they can take ownership of the process and improve their governance. Thus, the APRM has developed a tool package and a framework for providing technical support to member countries.

Based on the three-pronged "3R" strategy aimed at restoration, reinvigoration, and renewal of the APRM, under the Strategic Plan 2016-2020, the APRM, among other actions, revised its legal instruments which were validated in November 2019 and informed the development of a new Strategic Plan 2020-2023. The new strategic challenge for the APRM is to focus on governance as a regional integration tool while taking into account the medium-term plan of the African Union Commission (AUC) for 2018-2023, the AU Reform Agenda adopted by the General Assembly in February 2019 and the First Ten-Year Implementation Plan of Agenda 2063.

As part of country review report dissemination, which aims to increase participation in the process by various stakeholders, in particular civil society, the media, youth and women, the APRM, in collaboration with UNESCO, on the occasion of the commemoration from 2 to 3 May 2019 of the International Press Freedom Day in Addis Ababa, Ethiopia, organized a roundtable that brought together African representatives of the media world to determine and develop a platform through which they can participate more actively in the APRM process. The results of this roundtable led to the establishment of the APRM Communicators Network whose maiden Forum was held in Pretoria, South Africa, from 20 to 21 May 2019.

In the same vein, the APRM organized its very first International Youth Symposium in N'Djamena from 1 to 2 July 2019. The symposium which was attended by young people from 40 Member States was opened by H.E. Idriss DÉBY ITNO, as Chairperson of the Forum.

The Gender Programme, which adopted a gender equality approach in all areas of APRM activities, has successfully developed a database of women in governance and strengthened relations with key stakeholders such as the media, civil society organizations, AU organs and development partners.

In addition, the APRM organized several events in 2019. For example the Mechanism: (i) convened and jointly organized a round table on gender on the occasion of the International Women's Day in March 2019; (ii) jointly organized a Forum on Gender and Governance at the Pan-African Parliament, in South Africa, within the framework of the partnership between AU institutions; and (iii) collaborated with the African Development Bank and the Government of Rwanda to organize the APRM Forum on Governance and Gender on 27 November 2019 on the sidelines of the World Summit on Gender in Kigali.

From the end of 2017 to the end of 2019, the African Governance Architecture (AGA) Platform identified its strategic priorities for the year 2018 and it was agreed that the APRM becomes the lead institution for preparing the Africa Governance Report (AGR) which analyses the state of play of governance in Africa, including progress towards realizing the shared values of the AU. After its launch on 2 March 2019 in Pretoria, South Africa, the report became the reference tool for monitoring future trends in governance. To facilitate its dissemination among stakeholders, a series of missions were undertaken during 2019.

As State-Owned Enterprises (SOEs) generally grapple with several institutional capacity, socio-economic policy, human and financial resource management challenges, it is necessary to undertake reforms in the SOE sector in order to address issues of governance, capacity and resources. There is also a need to introduce several interventions, including the adoption of best practice standards for SOEs, rationale for ownership policy, transparency in appointments and professionalization of boards of directors

(BODs). To this end, the APRM has concluded a Memorandum of Understanding with the OECD to advance the work of the African Governance Network for SOES, the Secretariat of which has been transferred to the APRM while the OECD remains its technical partner.

Having to deal with credit downgrade issues and despite sustained economic growth, African countries adopted Assembly Decision / AU / Dec.631 (XXVIII) at the 28th Ordinary session of the AU held in Addis Ababa, Ethiopia in January 2017, to establish the APRM with the responsibility to assist Member States in developing a programme on International Credit Rating Agencies. Drawing from that Decision, the APRM organized credit rating meetings in 2018 and 2019.

At the request of the African Union, and in collaboration with members of the African Governance Architecture (AGA), the APRM organized a technical meeting on the project "Silencing the Guns in Africa by the Year 2020" which took place in March 2018. Likewise, a high-level meeting, that brought together the United Nations Department of Political Affairs and African Ambassadors accredited to the United Nations, was held on the sidelines of Africa Week in New York, and confirmed the general mobilization around of this project.

As part of the participation of the African Diaspora in the APRM process, Delaware State University in June 2018 signed a Strategic Partnership Agreement with the APRM to support Africa's development academically. According to the African Union, African Americans are considered to be part of the "African Diaspora of the sixth region of Africa". As such, the AU encourages the members of this sixth region to contribute their expertise towards achieving the goal of lasting stability in African nations.

The term of office of His Excellency Idriss DÉBY ITNO, President of the Republic of Chad, as Chairperson of the APR Forum of Heads of State and Government ended in February 2020. After steering the APRM towards achieving its goals, while displaying sound and insightful leadership, he handed over the office

of chairperson of the APR Forum to his counterpart, His Excellency Cyril RAMAPHOSA, President of the Republic of South Africa at the 29th APRM Heads of State and Government Forum in Addis Ababa, Ethiopia in February 2020. A review of APRM activities under the stewardship of Chairperson Idriss DÉBY ITNO therefore reveals some very important lessons as follows:

- The first lesson to be drawn from Chairperson Idriss DÉBY ITNO's tenure concerns the integration of the Mechanism and its budget programme in the AU system. Indeed, the APRM Basic Document stipulates that the Mechanism's financial resources are derived exclusively from contributions by participating Member States. Unfortunately, the Mechanism has not been able to mobilize sufficient financial resources from participating countries to carry out its programme of activities and national programmes of action. The integration of the Mechanism, including its budget, in the AU system, shows that the mobilization of financial resources for the implementation of its programme budget will now be taken into account in the statutory programme budget of the AU and that every effort will be made at the level of the AU Commission and Member States to achieve the expected results.
- The second lesson to highlight concerns the ownership of the process by Member States, the private sector and civil society, especially youth and women. Indeed, surveys of experts and households during review missions, and national review reports show clearly that the population is not often involved right from the start of the APRM process and therefore, they do

not feel concerned by this precious instrument for analyzing governance. Ownership of the process makes it possible to involve the population right from the beginning of the decision-making and governance process in Africa with particular emphasis on youth and empowering women who need capacity building and strengthening in all sectors of the economy. Indeed, the private sector, civil society, youth and women easily take ownership of (identify with) the APRM process when requested to do so from the start and actively participate in the formulation and implementation of development programmes, and in the monitoring and evaluation of such programmes.

- Third, the Universal accession of AU Member countries to the APRM Process, which has been defined as the flagship objective of the Mechanism, deserves special attention. Governance being the sine qua non for any sustainable socio-economic development, it would be interesting to see all AU Member Countries accede to the APRM process which focuses on the following thematic areas: (i) democracy and political governance; (ii) economic management and governance; (iii) corporate governance; and (iv) socio-economic development.
- Fourth, targeted reviews on specific themes can also be highlighted as a lesson to be learned. Targeted reviews are part of the Peer Review Deepening Project and aim to put in place a process that can improve and refocus reviews. The choice of a theme depends on the importance the country to be reviewed attaches to that theme.



## II. ABBREVIATIONS AND ACRONYMS

AGA	African Governance Architecture
BAPA + 40	United Nations Conference on South-South Cooperation (40th Anniversary of Buenos Aires Plan of Action)
ACHPR	155/4676 African Commission on Human and Peoples' Rights
CNG	National Governing Council
ECA	United Nations Economic Commission for Africa
REC	Regional Economic Community
AUC	African Union Commission
DSU	Delaware State University
ECOSOCC	Economic Social and Cultural Council
HLPF	High-level Political Forum
APRM	African Peer Review Mechanism
SDG	The 2030 Agenda Sustainable Development Goals
OECD	Organization for Economic Cooperation and Development
PAP	Pan-African Parliament
NGP	National Governance Plan
UNDP	United Nations Development Programme
OGP	Open Government Partnership
AGR	African Governance Report
NGR	National Governance Report
VNR	Voluntary National Review
SADC	Southern African Development Community
H.E.	His Excellency
A.U.	African Union
UNDESA	United Nations Department of Economic and Social Affairs (2013)
UNESCO	United Nations Educational Scientific and Cultural Organization



## 1. INTRODUCTION

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The African Peer Review Mechanism (APRM) is an agency of the African Union (AU) established in 2003 by the New Partnership for Africa's Development (NEPAD) Heads of State and Government Orientation Committee. The APRM is a voluntary agreement concluded between African States which allows the Heads of State of participating countries to systematically assess and review governance in order to promote political stability, accelerated economic integration at the sub-regional and continental level, growth and sustainable socio-economic development.

The mandate of the APRM is thus to ensure that policies and practices of participating States conform to the agreed political, economic and corporate governance values, codes and standards contained in the African Union Declaration on Democracy, Political, Economic and Corporate Governance in the following four (4) thematic areas: (i) democracy and governance, (ii) economic management and governance, (iii) corporate governance, and (iv) socio-economic development. The APRM is thus a mutually agreed instrument for the self-assessment of States Parties.

The primary purpose of the APRM is to foster the adoption of policies, standards and practices that lead to political stability, high economic growth, sustainable development and accelerated sub-regional and continental economic integration through sharing of experiences and reinforcement of successful and best practices, including identifying deficiencies and assessing the needs for capacity building.

Apart from APRM process implementation bodies established at the national level, the APRM also has continental organs such as the African Peer Review Forum of Heads of State and Government, the APR Panel of Eminent Persons, the APR Focal Points Committee and the APRM Continental Secretariat. The African Peer Review Forum, which is composed of all the Heads of State and Government of countries participating in the Mechanism, is the highest decision-making body that is fully responsible for the implementation of the Mechanism process. As a result, the Forum ensures the organization and proper conduct of processes, with the aim of sharing knowledge, building capacities

and encouraging the Peers to proceed through persuasion to make the APRM an effective, credible and acceptable instrument. To this end, the mandate of the Forum, among others, is to:

- Appoint the APR Panel and its Chairperson;
- Consider, adopt and take ownership of country review reports submitted by the APR Panel;
- Communicate the recommendations of the APR Forum to the Head of State or Government of the reviewed country immediately after the review meeting;
- Exercise constructive peer dialogue and persuasion (through offering assistance or applying appropriate measures) to effect changes in country practice where recommended;
- Persuade development partners to support the recommendations approved by the APR Forum by providing technical and financial assistance;
- Transmit APRM Reports to the appropriate African Union (AU) structures in a timely manner;
- Make public, through the APR Secretariat, country review reports and press releases pertaining thereto;
- Establish and approve the rules of procedure for the APR Forum and approve those of the APR Panel;
- Approve a Code of Conduct for all components of the APRM organization; and
- Ensure that the APR process is fully funded by the participating countries (including non-governmental partners).

Elected for a two (2) year term of office, the Chairperson of the APR Forum of Heads of State and Government oversees the implementation of the instrument by convening the Summit of the APR Forum to consider various agenda items in accordance with the abovementioned mandate of the Mechanism and take the necessary decisions. Indeed, the Forum of Heads of State and Government of APRM member countries which held on Saturday, 28 January 2017 at the Headquarters of the African Union, as a prelude to the 28th African Union Summit on 30 and 31 January 2017, was chaired by the Kenyan Head of State, Uhuru KENYATTA, then Chairperson of the APRM who explained during the opening session that the Mechanism was grappling with many difficulties including insufficient financial resources and the absence of enthusiasm on the part of some countries.

On that occasion, Chairperson Uhuru KENYATTA pleaded for a revitalization of this instrument which is used to assess the quality of good governance in countries which have accepted to accede to it. According to him, the countries that have acceded to the APRM must work to consolidate the gains after 15 years of existence. The APRM, he said, must prepare a continental governance report within the framework of Agenda 2063. He also encouraged the Mechanism to produce a tool package to assist Member States in project management. Kenyan President Uhuru KENYATTA also announced that as part of APRM revitalization, a new methodology will be developed before the next African Union summit that was scheduled for June-July 2017.

Chadian President H.E. Idriss DÉBY ITNO was elected Chairperson of the African Peer Review Mechanism for a two-year term of office at the 27th Summit of the institution held on Saturday, 27

January 2018 at the African Union (AU) Headquarters, in Addis Ababa. He succeeded Kenyan President Uhuru KENYATTA whose two-year term of office as Chairperson of the APRM was mainly marked by the revitalization of the APRM and pioneering governance on the African continent.

Apart from the introduction, this report comprises 3 (three) main chapters including a situational analysis of the Mechanism which provides an overview of the situation as at February 2020; the main achievements of the APRM during the tenure of His Excellency Idriss DEBY ITNO, President of the Republic of Chad and Chairperson of the APRM; and the third chapter which presents the legacy of Chairperson Idriss DEBY ITNO during his two (2) years of leadership, under 4 (four) main points as lessons to be learned.





**CHAIRPERSON**



## 2. SITUATION OF THE MECHANISM

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As stated in the introduction, after serving for two years as Chairperson of the APR Forum, H.E. Uhuru KENYATTA, President of the Republic of Kenya handed over to H.E. Idriss DÉBY ITNO, President of the Republic of Chad during the 27th Forum of Heads of State and Government of APRM participating countries held at Addis Ababa, Ethiopia. Immediately upon assuming duty, Chairperson Idriss DÉBY ITNO made a commitment to pick up where his predecessor left off, notably with the implementation of a rigorous revitalization programme. Hence, with the technical and administrative assistance of the APR Secretariat, he rolled out an ambitious programme, the main actions of which are contained in the document titled *Priority Actions of the Term of Office of His Excellency President IDRIS DÉBY ITNO, President of the Republic of Chad, Chairperson of the APR Forum*. The priority actions mainly concern:

- deepening of the Peer Review;
- the Extended Mandate of the APRM;
- positioning the APRM as an early warning and a conflict prevention tool;
- ownership of APRM country review reports; and
- preparations for the next APRM Forum.

Moreover, it was necessary to ensure financial sustainability in order to achieve the goals set in the initial mandate and the extended mandate of the APRM, which places particular emphasis on the increased participation of young people and women in the Mechanism process. Indeed, given the

financial constraints that have long hampered the execution of the APRM mandate, as soon as he was elected Chairperson of the APR Forum of Heads of State and Government at Addis Ababa, Ethiopia, President Idriss DEBY ITNO underscored the urgent need to integrate the budget of the APRM in that of the African Union. The 11th Extraordinary AU Summit of the Heads of State and Government endorsed Chairperson Idriss DEBY ITNO's proposal, when a decision was taken to integrate the budget of the APRM into the statutory budget of the AU. This decision helped the APRM to pursue its mandate by launching targeted reviews, country peer reviews and harmonizing National Plans of Action with National Development Plans for better implementation of recommendations made in review reports.

In addition to the integration of the APRM budget in that of the African Union, Chairperson Idriss DÉBY ITNO, during his term of office, also initiated some flagship projects including: universal accession of AU countries to the Mechanism; deepening the review process with emphasis on greater participation of Civil Society; dissemination of APRM reports; and an Extended Mandate which takes into consideration the following activities: the African Governance Review, South-South Cooperation and Voluntary National Review Reports of the Sustainable Development Goals (SDGs 2030), early warning system and conflict prevention, credit rating agencies and the African Network on Corporate Governance of State-Owned Enterprises. In addition, His Excellency Idriss DÉBY ITNO's tenure was marked by the revision and adoption of APRM legal structures, the 2020-2023 Strategic Plan, and the establishment of the National Governance Reports Framework.

## 2.1 FOCAL POINTS COMMITTEE

The Focal Points Committee is made up of the personal representatives of the Heads of State of participating countries. The Committee is a ministerial body that acts as an intermediary between the Forum and the Continental APR Secretariat. It manages administrative and budgetary aspects and reports to the APR Forum.

The APR Focal Points Committee was chaired from 2018 to 2020 by Honourable Khayar Oumar Defallah as Minister, APRM Focal Point of the Republic of Chad and representative of His Excellency Idriss DÉBY ITNO. In his capacity as Chair of the APR Focal Points Committee, Honourable Khayar Oumar Defallah ensured that the Committee supported the APRM in the pursuit of its mandate and reported in a timely manner to the Chairperson of the APR Forum, His Excellency Idriss DEBY ITNO, on progress made.

The Honourable Khayar Oumar Defallah also played a key role as Chair of the Focal Points Committee. Indeed, it was under his supervision that the Focal Points Committee adopted the National Secretariats Committee and the Consultative Committee of National Governing Councils as structures. Furthermore, the Focal Points Committee was responsible for adopting the National Governance Reports Framework, drafted and submitted by the Consultative Committee of National Governing Councils.





## 2.2 PANEL OF EMINENT PERSONS

*The APR Panel of Eminent Persons is composed of eminent personalities from the 5 (five) regions of Africa appointed by the Forum. The Panel exercises oversight of the review with a view to ensuring the independence and credibility of the process. The members of the Panel are selected and appointed by the Forum for a maximum term of 4 (four) years, except for the Chairperson and Vice-Chairperson who are appointed for a non-renewable term of one (1) year. During the period under review, the APR Panel comprised:*

### 2018-2019

Honourable Brigitte Sylvia MABANDLA, Chairperson, South Africa;  
 Professor Ibrahim Agboola GAMBARI, Vice- Chairperson, Nigeria;  
 Ambassador Ombeni Yohana SEFUE, Member, Tanzania;  
 Bishop Dinis SALOMÃO SENGULANE, Member, Mozambique;  
 Professor Fatima Zohra KARADJA, Member, Algeria;  
 Ambassador Mona OMAR ATTIA, Member, Egypt;  
 Professor Augustin Marie-Gervais LOADA, Member, Burkina Faso;  
 Professor Mahamoud Youssouf Khayal, Member, Chad;  
 Professor Alamin Abu Manga, Member, Sudan.

### 2019-2020

- Professor Ibrahim Agboola GAMBARI, Chairperson, Nigeria;
- Professor Fatima Zohra KARADJA, Vice- Chairperson, Algeria;
- H.E. Haile Mariam DESALEGN, Member, Ethiopia;
- Dr. Ali Abderahman HAGGAR, Member, Chad;
- Ambassador Ombeni Yohana SEFUE, Member, Tanzania;



- Bishop Dinis SALOMÃO SENGULANE, Member, Mozambique;
- Ambassador Mona OMAR ATTIA, Member, Egypt;
- Professor Augustin Marie-Gervais LOADA, Member, Burkina Faso;
- Honourable Brigitte Sylvia MABANDLA, Member, South Africa.
- 

## 2.3 PARTICIPATING STATES

During H.E. President Idriss DÉBY ITNO's tenure, the APRM registered the accession of 4 (four) countries, namely: The Gambia (2018), Botswana (2019), Seychelles (2020) and Zimbabwe (2020), bringing the total number of participating States to (40) forty:



- |                 |                 |                |                       |
|-----------------|-----------------|----------------|-----------------------|
| 1. South Africa | 2. Algeria      | 3. Angola      | 4. Benin              |
| 5. Botswana     | 6. Burkina Faso | 7. Cameroon    | 8. Côte d'Ivoire      |
| 9. Djibouti     | 10. Egypt       | 11. Ethiopia   | 12. Equatorial Guinea |
| 13. Gabon       | 14. The Gambia  | 15. Ghana      | 16. Kenya             |
| 17. Lesotho     | 18. Liberia     | 19. Malawi     | 20. Mali              |
| 21. Mauritania  | 22. Mauritius   | 23. Mozambique | 24. Namibia           |

25. Niger	26. Nigeria	27. Uganda	28. Republic of Congo
29. Rwanda	30. São Tomé and Príncipe	31. Senegal	32. Seychelles
33. Sierra Leone	34. Sudan	35. Tanzania	36. Chad
37. Togo	38. Tunisia	39. Zambia	40. Zimbabwe

## 2.4 APRM REVIEW PROCESS FROM 2018 TO 2019

During the period under review, the APRM carried out 3 (three) country reviews and presented 5 (five) reports to the Forum of Heads of State and Government for validation, namely those of Sudan, Uganda, Côte d'Ivoire, Mozambique and the Arab Republic of Egypt. Each review gave rise to a National Programme of Action which could be implemented by the State concerned in order to address the issues identified. A national monitoring body prepares semi-annual and annual progress reports on the implementation of the National Programme of Action to be submitted to the APR Forum of Heads of State and Government. Country review reports are published after consideration by the Peer Forum. The reports for the period under review include in particular:

### 2.4.1 CÔTE D'IVOIRE REVIEW REPORT

The review mission to Côte d'Ivoire took place from 8 to 30 July 2018 and was led by Professor Mahamoud YOUSOUF KHAYAL, member of the APR Panel of Eminent Persons. During the mission, the APRM and Open Government Partnership (OGP) in Côte d'Ivoire jointly organized a workshop aimed at incorporating the recommendations of the Côte d'Ivoire review report into the 10 (ten) OGP commitments to be submitted to the Government of Côte d'Ivoire.



### 2.4.2 MOZAMBIQUE SECOND GENERATION REVIEW REPORT

After acceding to the APRM in 2004, Mozambique carried out its first review from 7 to 22 February 2008. Since then, Mozambique has established a lasting national dialogue for peace to seek a consensus between the ruling party and the opposition. The Mozambique review mission for the second generation report took place from 10 to 26 November 2018 and was led by Ambassador Mona OMAR ATTIA. The second report highlighted the efforts the Republic of Mozambique was making towards implementing reforms to generate a 21.5% GDP growth and policies aimed at regularizing the exploitation of raw materials such as wood or even promoting social protection, in particular the protection of the most vulnerable segments of the population and consequently, reducing poverty.

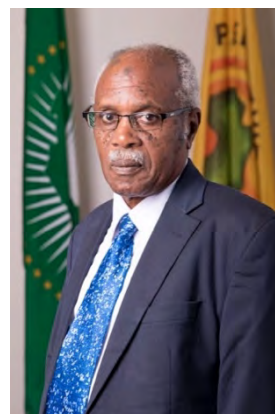


## 2.4.3 ARAB REPUBLIC OF EGYPT REVIEW REPORT

The Arab Republic of Egypt conducted its self-assessment in December 2019. The mission was launched on 5 December 2019 by the Chairperson of the APR



Panel of Eminent Persons, Professor Ibrahim Agboola GAMBARI and His Excellency Mostafa MADBOULY, Prime Minister of the Arab Republic of Egypt. The mission team met with various stakeholders, including during its visits to the governorates of Alexandria, Port Said and Aswan. The team also consulted with key government institutions such as the national parliament, ministries of finance, trade and plan to gather information to prepare the country assessment report which was submitted to the Peers for review at 29th APRM Forum in February 2020 in Addis Ababa, Ethiopia.



## 2.5 LAUNCH OF COUNTRY REVIEW REPORTS

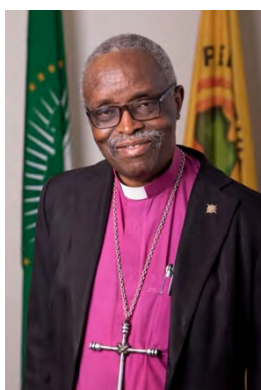
The launch of country review reports is an important step in the review process as it allows the reports to be popularized nationally and continentally.

To this end, the Djibouti Country Review Report was launched in March 2018 in the presence of the Prime Minister, His Excellency Abdoukader MOHAMED KAMIL and the Panelist in charge of the report, Professor Fatima Zohra KARADJA, member of the APRM Panel of Eminent Persons.

On the sidelines of the week of statutory APRM meetings held in June 2018 in N'Djamena, Chad, the Chad Country Review Report was launched on 21 June 2018 by His Excellency Idriss DÉBY ITNO, President of the Republic and Panelist Alamin ABU MANGA before an audience of national guests and delegations from APRM member countries. The ceremony also marked the official launch of the implementation phase of the National Plan of Action.



In 2019, the APRM organized the launch of 3 (three) Country Review Reports for Uganda, Mozambique and Kenya. The second Uganda Country Review Report, whose mission was led by Bishop Don Dinis SENGULANE, Member of the APRM Panel of Eminent Persons, was launched in November 2019, in the presence of the Minister of Planning and APRM Focal Point, Honourable David BAHATI. The second Mozambique Country Review Report was launched in May 2019 following a mission led by Ambassador Mona OMAR ATTIA, Member of the APRM Panel of Eminent Persons in charge of the country report. The same was true for Kenya, which launched its second Country Review Report in March 2019. The latter's review mission was led by Professor Ibrahim GAMBARI, Member of the APRM Panel of Eminent Persons and Professor Alamin ABU MANGA, former member of the APRM Panel of Eminent Persons in charge of Kenya.





## 2.6 TARGETED REVIEWS

Pursuant to its Base Document, the main purpose of the APRM is to foster the adoption of policies, standards and practices that lead to political stability, high economic growth, sustainable development and accelerated sub-regional and continental economic integration through reinforcement of best practices, including identifying deficiencies and assessing the needs for capacity building.

Among the 4 (four) types of review provided for by the APRM Base Document, only baseline reviews and periodic reviews were conducted until 2017. Targeted reviews, focusing on a theme or sector of particular interest in the socio-economic and political life of African States, constitute a major innovation implemented by the Mechanism, thus increasing the APRM product portfolio. To date, three (3) targeted reviews have been conducted from 2018 to 2019, namely those of Djibouti, Namibia and Zambia.

Djibouti was the pioneer in undertaking a targeted review on “fiscal decentralization”. The field mission took place from 13 to 17 January 2019 with Professor Fatima Zohra KARADJA as the Panel member in charge of Djibouti. The report was presented at the 29th Forum of Heads of State and Government in February 2020. However, the Head of State of Djibouti could not present the targeted review of his

country due to last-minute constraints. He will do so at another APR Forum of Heads of State and Government.

Zambia was the second country to carry out a targeted review and the first to do so on more than one theme, namely (i) the contribution of tourism to Zambia's economy, and (ii) the contribution of mining resources to Zambia's economy. The field mission took place from 9 to 24 November 2019, led by the Panel member in charge of Zambia, Bishop Don Dinis SALOMAO SENGULANE. The Targeted Review Report produced will also be presented at another APR Forum of Heads of State and Government.

Namibia carried out a targeted review on "youth unemployment", ahead of its baseline review scheduled for 2020. The field mission took place from 2 to 12 December 2019. The Panel member in charge of Namibia, Ombeni Yohana SEFUE, presented the Report at the 29th Forum of Heads of State and Government in February 2020.

## 2.7 APRM AND AU INSTITUTIONS



In accordance with paragraph 25 of its Base Document under which it is required to submit its reports to AU institutions within six (6) months of the Peer Review at the Forum of Heads of State and Government, the APRM did not only comply with that requirement by submitting its reports to the Pan-African Parliament (PAP), the African Commission on Human and Peoples' Rights (ACHPR) and the Economic, Social and Cultural Council (ECOSOCC), but also strengthened its relations with some of these institutions.

Indeed, on 3 May 2018, the African Peer Review Mechanism and the African Commission on Human and Peoples' Rights (ACHPR) concluded a Memorandum of Understanding to establish a framework for cooperation and collaboration between the two entities. Article 2 of the Memorandum of Understanding identified the following areas of cooperation:

- i. Human rights, democracy, political and socio-economic governance and any other mutually defined area of common interest;
- ii. Presentation of APRM reports;
- iii. Development of working relationship modalities between ACHPR and APRM as part of the APRM review process, where applicable;

- iv. Conducting promotional activities where the ACHPR and APRM work jointly to encourage all African Union member States to join APRM;
- v. Technical and advisory support to States Parties on issues relating to human rights, democracy, political and socio-economic governance, undertaking joint awareness-raising, communication and advocacy programmes, ensuring the dissemination of information on ACHPR and APRM, in addition to assisting with other activities relating and not limited to the area of cooperation of the parties.

In 2019, the APRM undertook to engage the ACHPR on Gender by developing a draft programme to address the women's rights challenges often identified in APRM Country Review Reports.





## 3. MAIN APRM ACHIEVEMENTS

2018 - 2019

### 3.1 BUDGET INTEGRATION AND UNIVERSAL ACCESSION OF AU MEMBER STATES

Following Decision Assembly/AU/Dec.527(XXIII) to integrate the APRM into the African Union adopted on 28 June 2014 in Malabo, Equatorial Guinea, H.E. Idriss DÉBY ITNO, President of the Republic of Chad and Chairperson of the APRM Forum, initiated consultations with his Peers and the African Union Commission. The consultations resulted in the integration of the budget of the APRM into the statutory budget of the AU by Decision Assembly/AU/Dec.635 (XXVIII) adopted by the 11th Extraordinary Session of the Assembly of the African Union which was held on 17 and 18 November 2018 in Addis Ababa, Ethiopia.

The integration decision led to major structural reforms within the APRM, particularly at the level of the Continental Secretariat, which had to undergo significant changes for reasons of compliance or adaptation with respect to the pre-established status of the AU and the criteria prescribed by the latter.

The decision taken at the 11th Extraordinary Session of the AU Assembly also encouraged AU Member States to accede to the APRM which already had thirty-eight (38) members with the adhesion of The Gambia and the Republic of Botswana during the 28th APRM Forum in 2019. His Excellency Idriss DÉBY ITNO, President of the Republic of Chad and Chairperson of the APRM Forum, seized the opportunity to specifically invite the Heads of State and Government of the following countries to accede to the Mechanism: Madagascar, Guinea-Conakry, Burundi, Zimbabwe, Democratic Republic of Congo, Comoros, Morocco and Seychelles. Following this appeal, The Gambia and Botswana joined the Mechanism in 2018 and Zimbabwe and Seychelles confirmed their membership in the Mechanism at the 29th APRM Forum in Addis Ababa, Ethiopia, bringing the number of APRM member countries to 40 (forty).

## 3.2. DEEPENING THE REVIEW PROCESS



As part of the revitalization programme stipulated in the APRM 2016-2020 Strategic Plan, it was deemed necessary to improve the quality of APRM reviews through more strengthened structures and better tools including a more appropriate questionnaire for the implementation of the country self-assessment process, with the hope of reducing review time and cost.

To this end, a working group comprising representatives of the Panel of Eminent Persons, National Governing Councils (NGCs), National Secretariats, members of the Continental Secretariat and independent experts was set up. The mandate of the working group was to provide advice and guidance on the preparation of technical reports regarding the strengthening of structures involved in the review process, and on the status of Peer reviews including its tools and processes. Accordingly, the group should submit proposals and recommendations on how to improve the depth, scope and quality of the Peer Review exercise.



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## 3.2.1 NATIONAL GOVERNANCE REPORTS

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Following the approval of the African Governance Report by the Assembly of Heads of State and Government in February 2019, member countries were urged to draft their National Governance Reports as a self-assessment tool allowing them to take ownership of the process and improve their governance. Thus, the APRM developed a tool package and a framework to provide technical



support to member countries. In addition, the AU Assembly identified National Governance Plans as priorities and therefore constitute a development strategy that defines a framework for action and interaction between the government, the private sector and civil society organizations. The Committee responsible for preparing the National Governance Plan (NGP) has the potential to bring together all the stakeholders, i.e. the NGC, public sector governance structures and non-State actors at national level, to ensure and guarantee effective governance in their respective countries.

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## 3.2.2 REVISION AND ADOPTION OF LEGAL STRUCTURES AND THE 2020-2023 STRATEGIC PLAN

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The Strategic Plan for the period 2016-2020 which was established in 2016 on the “3Rs” strategy for reinvigoration, restoration and renewal, will expire in 2020. On the basis of this plan, the APRM revised its legal structures validated in November 2019, and developed a new 2021-2023 strategic plan. The APRM new strategic challenge is to focus on governance as a regional integration tool while taking into account the AUC 2018-2023 medium-term plan, the AU reform programme adopted by the Assembly in February 2019 and the First Ten-Year Implementation Plan of Agenda 2063.

The new 2021-2023 APRM strategic plan was validated in January 2020 at a workshop in Gaborone, Botswana, with the participation of national structures and a group of experts. The Continental Secretariat presented the strategic plan to the APRM Forum which adopted it along with the legal instruments in February 2020 in Addis Ababa, Ethiopia. His Excellency Idriss DÉBY ITNO, President of the Republic of Chad and Chairperson of the APRM Forum of Heads of State and Government of participating countries seized the opportunity to take stock of the activities carried and to thank his Peers for the trust and support he received during his tenure at the head of the Mechanism. He then handed the command baton to his successor, His Excellency Cyril RAMAPHOSA, President of the Republic of South Africa.

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## 3.2.4 POPULARIZATION OF THE APRM PROCESS AND REPORTS

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*Upon taking over as Chairperson of the APRM Forum, H.E. Idriss DÉBY ITNO made the popularization of reports one of his priorities in order to increase the participation of the various stakeholders, in particular civil society, the media, youth and women in the APRM process. Taking this priority into account, the APRM is committed to engaging more vigorously with civil society at large as well as the media, youth and women.*



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### 3.2.4.1 FIRST APRM YOUTH SYMPOSIUM

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The APRM organized its maiden International Youth Symposium on 1 and 2 July 2019 in N'Djamena, Chad. The meeting which brought together young people from 40 (forty) Member States was opened by H.E. Idriss DÉBY ITNO, Chairperson of the Forum. During the meeting, the AU Youth Envoy, Ms Aya CHEBBI, pledged to work with the APRM to promote good governance and universal accession to the Mechanism. In addition, the Symposium discussed relevant issues relating to the youth and made the following recommendations that have been implemented or are underway:

- a. Creation of the APRM Youth Network;
- b. Collaboration with the Youth Division of the African Union Commission and the Office of the AU Special Envoy for Youths;
- c. Creation of a youth office at the APR Secretariat to lead youth flagship programmes;
- d. Participation of AU youths in APRM review missions; and

- e. Popularization of the conclusions and recommendations of regional and sub-regional forums on African youth issues.

In close collaboration with the Youth Division of the AUC, the APRM formed a working group that developed a framework for collaboration on youth accountability and advocacy in Addis Ababa, Ethiopia, in 2019. During the same period, the Mechanism made a presentation at the Southern African Development Community (SADC) Parliamentarians' Forum in Johannesburg, Republic of South Africa, on cross-cutting issues including youths, during country reviews. These efforts resulted in the participation of young people in Namibia's Targeted Review on Youth Unemployment and the signing of a Collaboration Framework on Youth Development with the AUC.



### 3.2.4.2 PARTICIPATION OF THE MEDIA IN THE APRM PROCESS

On the occasion of the commemoration of the International Press Freedom Day in Addis Ababa, Ethiopia on 1 to 2 May 2019, the APRM, in collaboration with UNESCO, organized a roundtable of African media representatives to determine and lay down a framework for their close participation in the APRM process. The outcome of the roundtable was the formation of the APRM Communicators Network, whose Forum was held for the first time in Pretoria, Republic of South Africa, on 20 and 21 May 2019.

### 3.2.4.3 WOMEN AND GENDER



The aim of the Gender Programme is to adopt a gender equality approach in all areas of APRM activities. Through several activities organized in 2019, the Programme successfully (i) developed a database on women in governance and (ii) strengthened relations with key stakeholders such as the media, civil society organizations, AU organs, development partners, etc.

In addition, the APRM organized several events in 2019 including: (i) convening and joint organization of a roundtable on gender, on the occasion of the International Women's Day in March 2019; (ii) joint organization of a Forum on Gender and Governance in the Pan-African Parliament as part of the partnership between AU institutions in South Africa; and (iii) collaboration with the African Development Bank and the Government of Rwanda to organize the APRM Forum on Governance and Gender which was held on 27 November 2019, on the sidelines of the World Summit on Gender in Kigali. During the meeting, an APRM study on the link between governance, gender and peace building was presented in the presence of the Ministers in charge of Gender from 8 (eight) AU member countries including the Minister of Gender and Family Promotion of Rwanda and Ambassador Solina NYIRAHABIMANA of the host country.

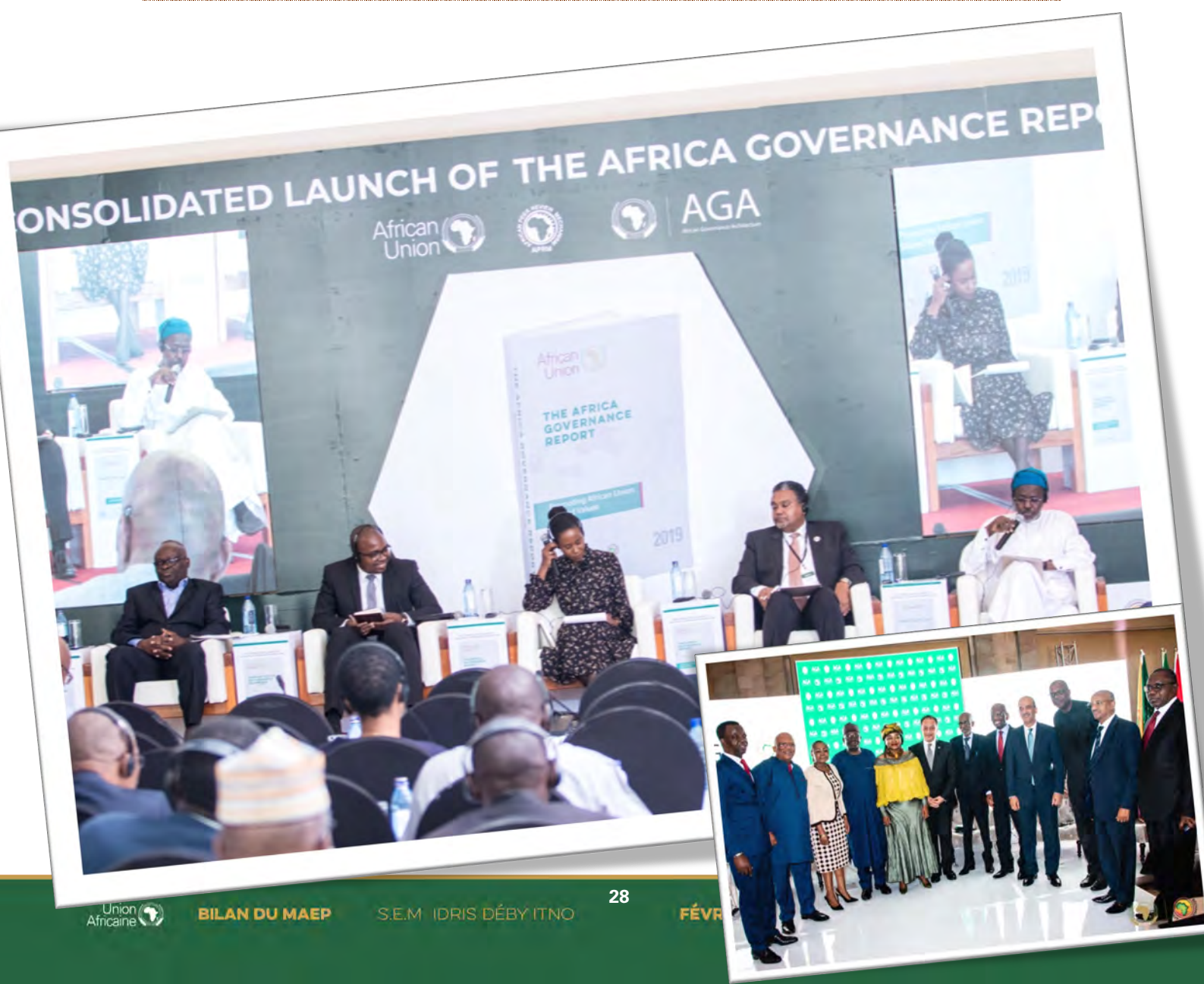
### 3.4 ACTIVITIES CARRIED OUT UNDER THE EXTENDED MANDATE

The 28th AU Assembly of Heads of State and Government which held on 30 January 2017 in Addis Ababa, Ethiopia, broadened the mandate of the APRM to include overseeing the implementation and monitoring of the continent's key governance initiatives, taking into account the African Union Agenda 2063 and the United Nations Agenda 2030 Sustainable Development Goals (SDGs).

The AU Assembly also designated the APRM to develop the Africa Governance Report (AGR) with the AGA, to set up a credit rating agency as well as an early warning and conflict prevention reporting tool on the Continent.

To carry out its mandate, the APRM also undertook to support Member States in preparing their National Voluntary Reports (NVRs) on the SDGs and to support them in their effort to strengthen South-South Cooperation in building institutional and scientific research capacities.

#### 3 .4.1 AFRICA GOVERNANCE REPORT



In March 2018, the APRM Continental Secretariat chaired the AGA Platform for the period from end-2017 to end-2019, which identified its strategic priorities for 2018. It was agreed that the APRM should become the lead institution for drafting the African Governance Report (AGR) which assesses the state of play of governance in Africa, including progress towards achieving the shared values of the AU. After its launch on 2 March 2019 in Pretoria, the Report became the reference for monitoring future governance trends. To facilitate its popularization among stakeholders, a series of missions were carried out in 2019. Hence, the 2019 AGR was launched in South Africa, Zambia, Chad and Egypt.

Chaired by the APRM, the AGA Platform, in collaboration with the Institute for Futures Research, engaged to produce the 2021 Africa Governance Report with particular emphasis on the future of governance.

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### **3 .4.2 AFRICAN NETWORK ON CORPORATE GOVERNANCE OF STATE-OWNED ENTERPRISES**

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The APRM findings on corporate governance revealed that State-owned enterprises operate in key sectors of the economy of most countries. However, governance arrangements are weak and State-owned enterprises generally face several constraints in terms of institutional capacity, socio-economic policies and management of human and financial resources. In this regard, reforms in the State-owned enterprises sector are needed to address governance, capacity and resource issues. In addition, there is a need to introduce several interventions, including the adoption of best practice standards for State-owned enterprises, rationale of the ownership policy, transparency in appointments and the professionalization of Boards.

Given the importance and extraordinary value of a network in improving and promoting best practices in State-owned enterprises governance, the APRM has entered into a Memorandum of Understanding with the OECD to encourage the establishment of the African Network on Corporate Governance of State-Owned Enterprises. To this end, the Secretariat of the Network has been transferred to the APRM while the OECD remains its technical partner and that of the Network.



### 3.4.3 CREDIT RATING AGENCY

The decisions relating to the APRM support project to Member States were taken following concerns raised about the impact of the poor rating of African countries by 3 (three) major international credit rating agencies, namely Standard & Poor's (S&P), Moody's, and Fitch all based in the United States of America and the United Kingdom. These agencies assign Sovereign Credit Ratings (SCRs) in Africa, which aim to provide investors with specific information on the creditworthiness or ability to repay a borrowed amount with interest, as well as the level of default risk associated with an investment in a particular organization or economy. The APRM support project to Member States mainly targets international credit rating agencies (SCRs) as they play a key role in determining the interest rates that a borrowing entity or a government must pay for debt service, which affects capital.

APRM support to Member States is therefore based and modelled on this principle insofar as African countries, facing the challenges of credit downgrades despite sustained economic growth, adopted, at the 28th Ordinary Session of the AU held in Addis Ababa, Ethiopia in January 2017, Decision Assembly/AU/Dec.631(XXVIII) which establishes the APRM in charge of supporting Member States in the development of a programme on international credit rating agencies. The African Union programme on International Credit Rating Agencies is crucial for the achievement of the AU Agenda 2063 due to the high influence of these agencies in debt securities risk assessment.



Since then, the following activities have been carried out in the implementation of the 2017 Decision Assembly/AU/Dec.631(XXVIII):

- first meeting of experts on 2 and 3 December 2018;
- first and second meetings of the ad hoc committee on APRM support to Member States on international credit rating agencies held respectively on 1 March 2019 in Pretoria and 7 and 8 June 2019 in Johannesburg; and
- third African Union Specialized Technical Committee on finance, monetary affairs, economic planning and integration which took place from 4 to 8 March 2019 in Yaounde, Cameroon.

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### 3.4.4 NATIONAL VOLUNTARY REPORTS

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In close collaboration with the AUC, ECA, UNDESA and the Office of the United Nations Special Adviser on Africa, the APRM participated in the organization of the High-level Political Forum (HLPF) which was held in July 2019 in the United States, by assisting AU Member States to draft their NVR on SDGs and to organize a workshop in Marrakech in April 2019 to measure the progress made by Member States in drafting NVRs. Following that Forum, the APR Secretariat organized a continental workshop on NVR in Kigali in October 2019, which saw the participation of 25 (twenty-five) Member States, as well as UA bodies and Regional Economic Communities (RECs). During the workshop, it was agreed to carry out trilateral consultations between Member States, the APRM and the United Nations on the preparation of NVRs.



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### 3. 4.5 SOUTH-SOUTH COOPERATION

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Regarding cooperation, it should above all be underscored that the APRM has concluded special cooperation assistance agreements with 5 (five) institutions based in Africa and designated by the Forum as strategic partners, namely: the African Development Bank (AfDB), the United Nations Economic Commission for Africa (ECA), the United Nations Development Programme (UNDP) Regional Office for Africa, the Mo Ibrahim Foundation and the Africa Capacity Building Foundation (ACBF).



In addition, on the sidelines of the 40th anniversary of BAPA +40 which was held in March 2019 in Buenos Aires, Argentina, the APRM organized the African Dialogue on South-South Cooperation. The outcomes of this dialogue included brainstorming on the future role of the APRM as a regional mechanism supporting the outcomes of the BAPA +40 as well as experience sharing among African countries, UN specialized agencies and the High-Level Committee on South-South Cooperation. The APRM also participated in the AUC-UNDP Dialogue on South-South Cooperation in Combating Corruption in Africa, which was held in Addis Ababa, Ethiopia, in December 2019.



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### **3.4.6 APRM: EARLY WARNING AND CONFLICT PREVENTION TOOL ON THE CONTINENT**

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At the request of the African Union, and in collaboration with the members of the African Governance Architecture (AGA), the APRM organized a technical meeting on *Silencing the Guns in Africa by the Year 2020* which was held in March 2018. Likewise, a high-level meeting that brought together the United Nations Department of Political Affairs and African Ambassadors accredited to the United Nations was held on the sidelines of the Africa Week in New York, United States of America, and confirmed the general mobilization around this project.

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### **3.4.7 PARTICIPATION OF THE AFRICAN DIASPORA IN THE APRM PROCESS**

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The Delaware State University (DSU) recently signed a Strategic Partnership Agreement with the APRM to support Africa's development academically. According to the African Union, African Americans are considered to be part of the "African Diaspora of the sixth region of Africa". As such, the AU encourages the members of this sixth region to contribute their expertise to achieving the goal of the lasting stability in African nations.

On 23 June 2018 in N'Djamena, Chad, the official Agreement emphasizing the historic nature of this alliance was signed by Professor Eddy MALOKA, Executive Director of the APRM, Dr Akwasi OSEI, Vice-Dean of the Faculty of Human Sciences, Education and Social Sciences at DSU and Mr Ezra A HARONE, Senior Professor at DSU who was authorized to sign on behalf of Kool-Baker Global, third member of the partnership.

The Memorandum of Understanding will broaden the commitment of DSU in international cooperation. In addition, as part of its support to the APRM, the DSU will provide intellectual capital and internship programmes to African students. The DSU thus stands out as a “Strategic Partner of the APRM”, the only educational partner for the diaspora in the United States, which makes it possible to strengthen this economic-academic and governmental model for Africa’s development.

This important agreement between the APRM and DSU was signed on the sidelines of the conference in N'Djamena which ended with a ceremony during which the President of Chad, His Excellency Idriss DÉBY ITNO, officially approved and received the Chad Country Review Report by the APRM. During this same ceremony, His Excellency Idriss DÉBY ITNO announced that measures have already been taken to implement the recommendations made in the Review Report, a report that His Excellency Idriss DÉBY ITNO described as “rich” and full of lessons to be learned.



## 4. LESSONS TO BE LEARNED

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*A review of the activities carried out by the APRM under the leadership of Chairperson Idriss DÉBY ITNO highlighted the importance of learning the following lessons:*

### 4.1 INTEGRATION OF THE MECHANISM AND ITS BUDGET INTO THE AU SYSTEM

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Created by Africans for Africans, one of APRM's main ideas was its financial autonomy. Indeed, the APRM Base Document states that funding for the Mechanism will come from assessed contributions from participating Member States (paragraph 26). A five-year plan for all APRM operations will be designed and submitted to the APRM Forum for review. Budget forecasts will then be prepared based on the assumption that all countries entering the process will likely be assessed during this period. Arrangements will also be made for all other forms of reviews requested by countries or for anticipated crisis situations.

Regrettably, such has not been the case. The Mechanism has not been able to mobilize enough financial resources from participating countries to roll out its programme of activities and national plans of action. The review of the situation over the past few years has clearly shown that the APRM is far from achieving the expected goals and that financial resources are currently a major obstacle.

The integration of the Mechanism and its programme budget into the AU system shows that the mobilization of financial resources for the implementation of its programme budget will henceforth be taken into account in the AU programme budget and that efforts will be made at the level of the AU Commission and Member States to achieve the expected goals.



## **4.2 OWNERSHIP OF THE PROCESS BY MEMBER STATES, THE PRIVATE SECTOR AND CIVIL SOCIETY, INCLUDING YOUTHS AND WOMEN**

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Surveys of experts and households during review missions as well as in national review reports generally highlight that populations are not involved from the start of the APRM process and therefore do not feel concerned by this valuable governance analysis instrument.

Ownership of the process makes it possible to involve the population from the start of the decision-making and governance process in Africa, with particular emphasis on the youth and empowering women whose capacities must be built in all sectors of the economy. Indeed, the private sector and civil society, including young people and women, easily take ownership of the APRM process when they are involved right from the start and actively participate in the identification, formulation and implementation of development programmes, as well as the monitoring and evaluation of such programmes. All segments of society should, in principle, participate in decision-making in all sectors of the economy and not simply be consulted when necessary.

## **4.3 UNIVERSAL ACCESSION TO THE APRM PROCESS**

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Because governance is a prerequisite for sustainable socio-economic development in Africa, it would be interesting for all AU Member countries to join the APRM process which lays particular emphasis on the following thematic areas: (i) democracy and political governance; (ii) economic management and governance; (iii) corporate governance; and (iv) socio-economic development.

## **4.4. TARGETED REVIEW ON SPECIFIC THEMES**

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Targeted reviews are part of the Peer Review Deepening Project and aim to institute a process that improves and refocuses reviews around special themes specific to each country. The choice of the theme of a targeted review is based on: (i) cross-cutting issues; (ii) areas presenting a risk of conflict or crisis; (iii) matters arising from the initial review; (iv) the AU annual theme; and (v) best practices to share.



## 5. CONCLUSION

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When on 8 February 2020, His Excellency Cyril RAMAPHOSA, President of the Republic of South Africa, took over from His Excellency Idriss DÉBY ITNO, President of the Republic of Chad, as Chairperson of the APRM Forum of Heads of State and Government, the foundations of the Mechanism were strengthened thanks to the leadership of his predecessor who succeeded in overcoming the difficulties during his mandate. In his first speech, as Chairperson of the APR Forum, H.E. Cyril RAMAPHOSA himself stated that “President Idriss DEBY ITNO has led us all with great distinction and, today, he is handing over the baton of the Mechanism which is in better shape”, before thanking him for his many achievements at the helm of the APRM.

Indeed, although much remains to be done, it can be said bluntly that the efforts of H.E. Idriss DÉBY ITNO, Chairperson of the APRM Forum of Heads of State and Government have considerably yielded fruits. The integration of the Mechanism and its programme budget into the AU system shows that the mobilization of financial resources for the implementation of the APRM programme budget will henceforth be taken into account in the AU programme budget and that efforts will be made at the level of the AU Commission and Member States to achieve the expected goals.

During his two years at the head of the APR Forum of Heads of State and Government, H.E. Idriss DÉBY ITNO, President of the Republic of Chad, underscored the importance of ownership of the process by Member States, the private sector and civil society including women and youths, which is now a reality and has made it possible to involve all the strata of the African population in the formulation, implementation and monitoring and evaluation of their countries’ development programmes as well as in the decision-making process at government and community levels.

H.E. Idriss DÉBY ITNO, President of the Republic of Chad, also convinced all his peers to accede to the APRM process which lays particular emphasis on governance as a prerequisite for the continent’s sustained growth and lasting socio-economic development. This important reform raised the Mechanism to the same level as other specialized agencies of the African Union and as the African governance institution par excellence.

Targeted reviews are now an integral part of the Peer Review Deepening Project and constitute one of the assets of H.E. Idriss DÉBY ITNO, President of the Republic of Chad and Chairperson of the APRM Forum of Heads of State and Government. Such reviews, which aim to set up a process that improves and refocuses reviews around special themes specific to each country, have been approved by the APRM Member States.

All in all, it is safe to say that during his two years as Chairperson of the APRM Forum, H.E. Idriss DÉBY ITNO, President of the Republic of Chad, carried out reforms that allowed the Mechanism to regain financial stability and extend its influence beyond Africa as an essential African good governance institution.



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