



APRM
African Peer Review
Mechanism

APRM at 22:
Driving the Governance
Agenda with Impact

An Institution of the



APRM-UN CEPA Principles Program for effective governance of SDGs and Agenda 2063 : lessons learnt and Challenges

4 December 2025 – 44th AAPAM Roundtable

Presented By:
APRM Secretariat
Ms. Sara Hamouda
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Content:

APRM in a nutshell : mandate and duties

APRM-UNDEA Program on implementation of CEPA
Principles for Effective Governance of Agenda 2063 &SDGs

Application of effective strategies for governance of
SDGs/Agenda 2063 from an African Perspective

What is the APRM?



- The APRM was launched on 09 March 2003 by the NEPAD Heads of State and Government Implementation Committee (HSGIC) in Abuja, Nigeria (NEPAD/HSGIC/03-2003/APRM/MOU (09 March 2003), as a self-monitoring instrument voluntarily acceded to by member states of the African Union.
- The APRM is an African-owned and African-led platform for self-assessment, peer-learning, and experience-sharing with the purpose of promoting democratic governance, high economic growth, sustainable development and accelerated regional and continental economic integration.
- Since 2017, the AU Assembly has expanded the mission of the APRM to include:
 - i) Tracking the implementation, monitoring and evaluation of Agenda 2063 and SDGs
 - ii) Developing Africa Governance Report every 2 years in collaboration with AGA and APSA
 - iii) Supporting Member States in the field of Credit Rating Agencies.
 - iv) To position the APRM as an early warning tool for conflict prevention on the continent, in the context of harmony and synergy between the APRM, the African Peace and Security Architecture, and the African Governance Architecture



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APRM THEMATIC Governance Focused Areas

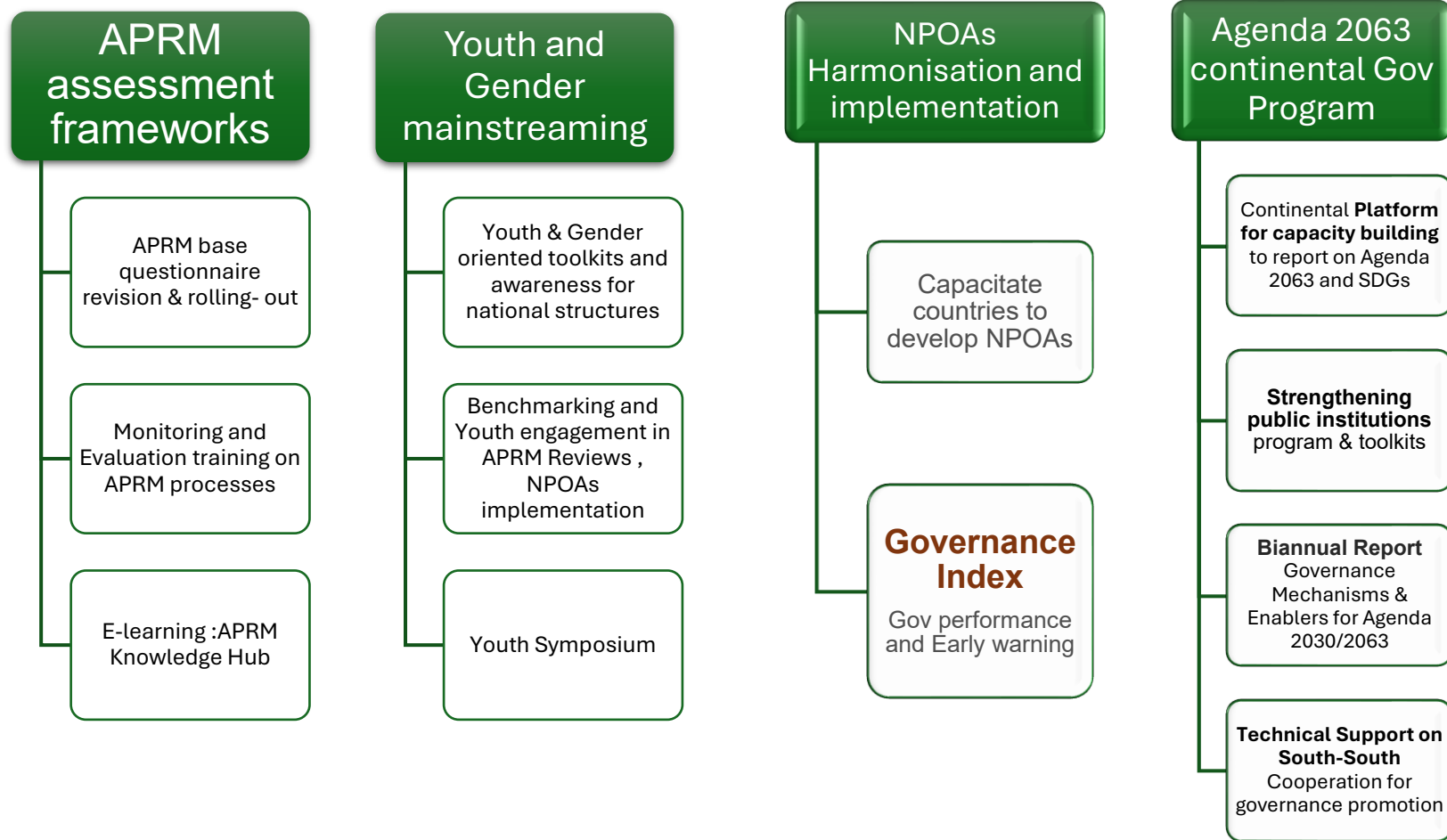


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Key flagship programs



ASPIRATION 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law



ASPIRATION 4
A peaceful and secure Africa.



ASPIRATION 6
An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.



ASPIRATION 7
Africa as a strong, united, resilient and influential global player and partner.

Agenda 2063 : new moonshots of the Second-Ten Year Implementation Plan



Every
Member
State attains
at least
middle income
status



Africa
is more
integrated &
connected



Public
institutions
are more
responsive



Africa
resolves
conflicts
amicably



Africa Values
are Explicit
& Promoted

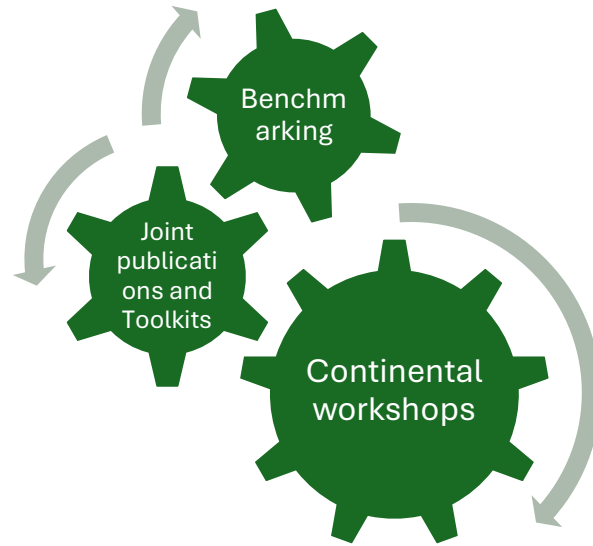


Africa
Citizens
are more
Empowered

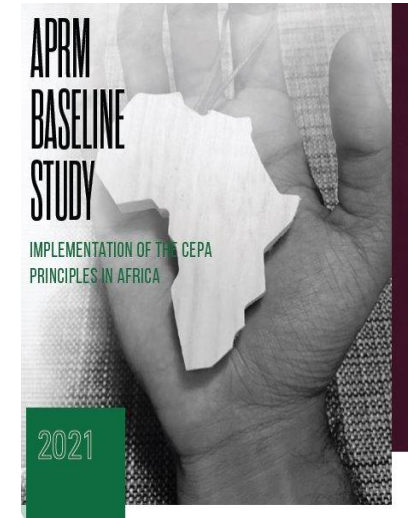


Africa is a
strong & an
influential
global player

UNDESA-APRM Cooperation



ASPIRATION 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law



Effectiveness

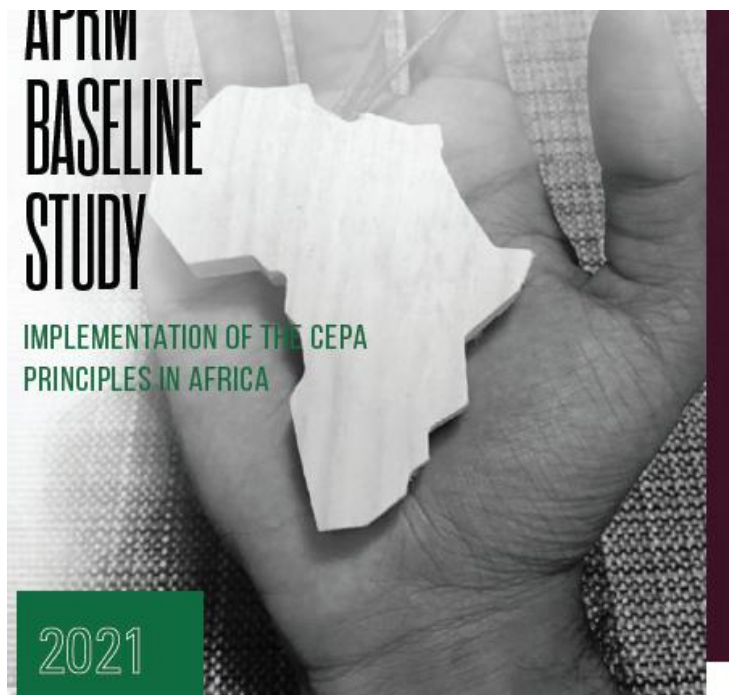
- Competence
- Sound policy making (including policy coherent)
- Collaboration

Accountability

- Integrity
- Transparency
- Independent oversight

Inclusiveness

- Leaving no one behind
- Non-discrimination
- Participation-
- Subsidiarity
- Integrational equity



Composite of the program



ARICA
TASKFORCE
ON CEPA
Principles



Peer-Peer
Learning model
and Toolkits for
measuring the
principles



Continental
Platform for
advocacy and
implementation
of the
principles

✓ MEASUREMENT OF UNCEPA Principles : awareness, implementation , legal frameworks and COVID-19 impact

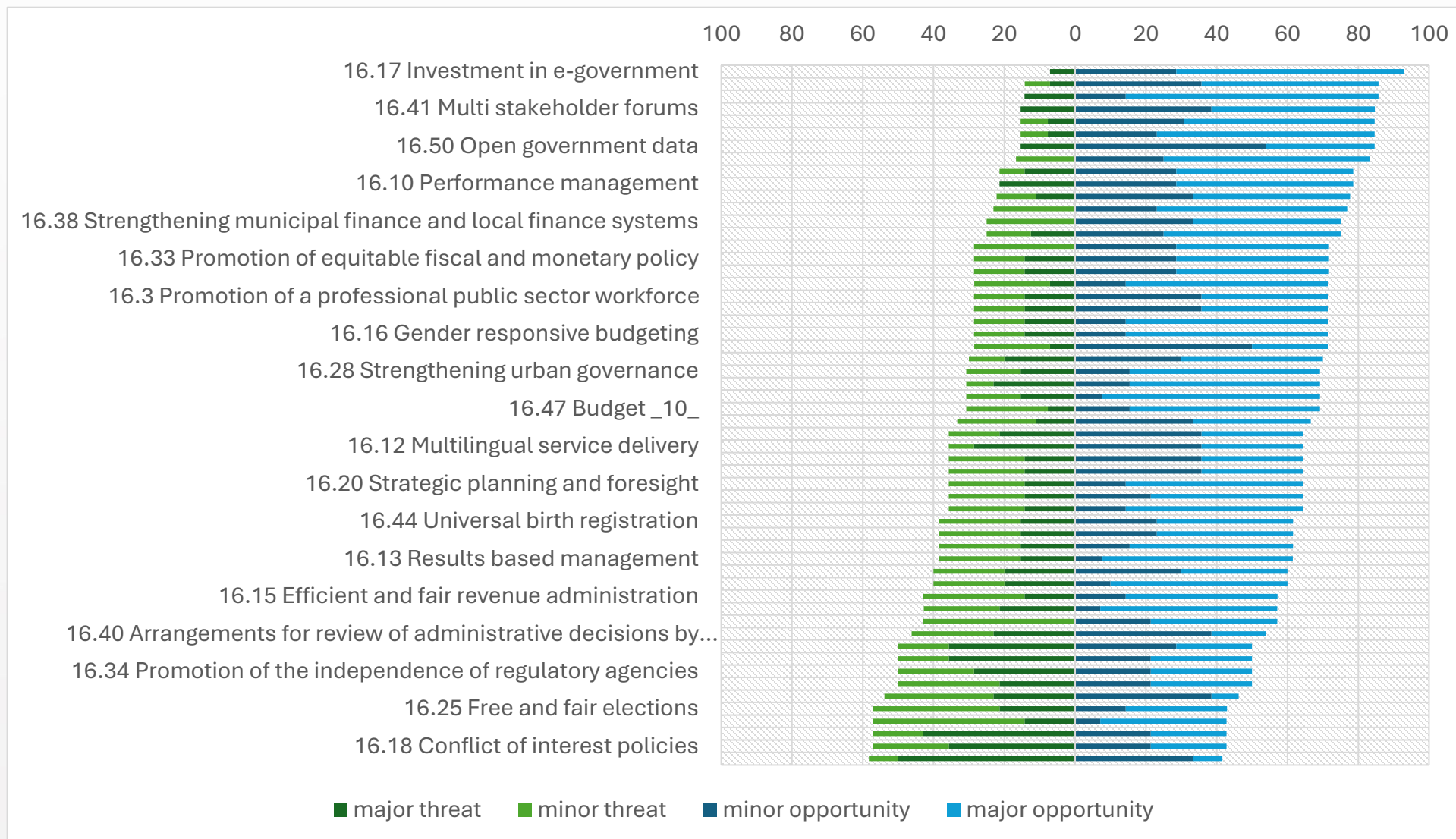
Key Objectives:

1. Enhancing awareness and knowledge of public civil servants and APRM national structures on [principles of effective governance for sustainable development](#)
2. Develop assessment tool regarding the implementation CEPA principles of which strategies of effectiveness, accountability, and inclusiveness are encapsulated ; and
3. Present Africa's position as regard the implementation of CEPA principles at continental level.

Outputs

1. Five capacity building workshops on CEPA principles and sharing experiences on the implementation of CEPA principles at national level; (Pretoria 2019- 2024)
2. APRM Study on the knowledge, implementation and challenges of CEPA principles in Africa- was conducted in 2020 and launched in Nairobi Sept 2021;
3. Present African countries experiences with CEPA principles especially within COVID-19 times. ;
4. Collaboration with UNDESA and other regional partners promoted to organize different webinars on the principles and associated strategies (62).
5. More countries become interested in conducting national assessment of CEPA Principles /or to be monitored within the VNR/VLR processes.





PERCEIVED IMPACT OF COVID 19 ON ALL THE STRATEGIES INDIVIDUALLY

II. Proposed Toolkits to enhance integration of the Principles into national Frameworks

Competence: Leadership development and training of civil servants, performance management



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graph TD; A[Competence: Leadership development and training of civil servants, performance management] --> B[Sound Policy making :Strategic planning and foresight, policy coherence and M&E Systems]; B --> C[Integrity: Anti-corruption policies and code of ethics]; C --> D[Inclusiveness: Leaving No one Behind : Social Equity and poverty alleviation strategies];
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Sound Policy making :Strategic planning and foresight, policy coherence and M&E Systems

Integrity: Anti-corruption policies and code of ethics

Inclusiveness: Leaving No one Behind : Social Equity and poverty alleviation strategies

On Competencies of Civil Service: Development of Training and Leadership Toolkit (AAPAM-APRM)

• Competence is one of the principles endorsed by the UN Committee of Experts for Public Administration to deliver on institutional aspects of SDG 16. Competency within the context is defined as a set of knowledge, skills, attitudes, and behaviors that an individual utilizes to maximize productivity (UNCEPA 2018). As part of the eleven CEPA Principles, competency is categorized under effectiveness. Strengthening competence of civil servants can be achievable through:

- Promotion of a professional public sector workforce
- Strategic human resources management
- Leadership development and training of civil servants
- Performance management
- Results-based management
- Financial management and control
- Efficient and fair revenue administration
- Investment in e-government

- The AAPAM-APRM proposed Toolkit proposes a practical guideline on **the implementation and evaluation of leadership training and development in public administration**. The toolkit is aligned with Agenda 2063 and the SDGs with the aim of **providing a diagnostic assessment of the leadership capacity of public administrators for efficient and effective service** delivery which directly impacts sustainable development. This toolkit is designed for all levels of government including policy makers, practitioners and researchers.
- The toolkit addressed critical components regarding the training for civil servants including:

Impact of LTD-PAM in 4 core competency areas ethics, ethos, equity and efficiency

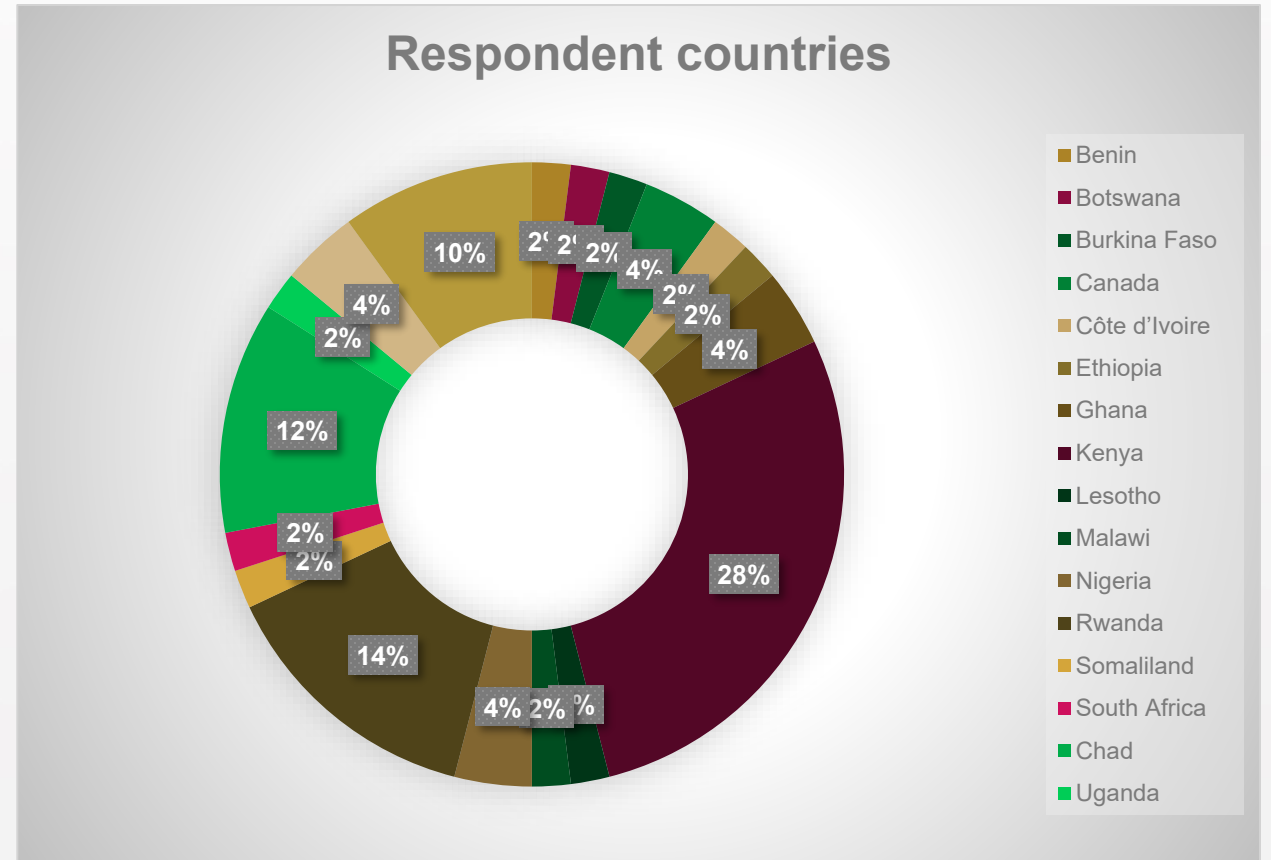
Competencies- knowledge, skills, attitudes and behaviours (Curriculum standardized at local and national level, Standards and quality assurance

Financial/budgetary allocation and awareness

Policy/ legal/ Institutional framework

BACKGROUND ON THE RESPONDENTS/SAMPLE

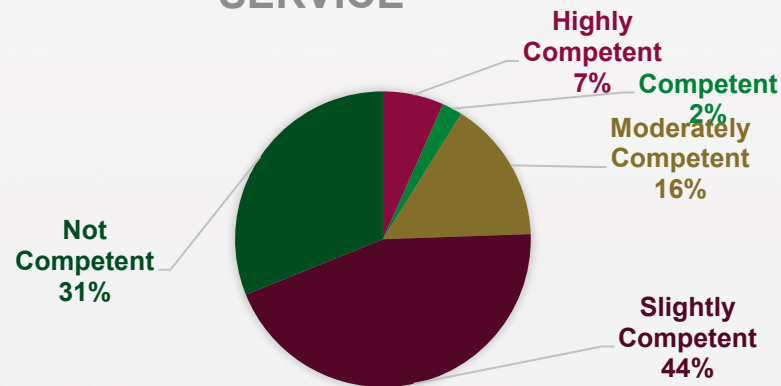
- Fifty-four (54) respondents from 16 African countries have participated in the initial validation of the toolkit during different conferences hosted by AAPAM and APRM (in 2022, 2023 and 2024).
- Majority of respondents are either at senior or middle-career level of professionalism with roughly 10-20 years of working experience.



I. Institutional, legislative and Policy framework of Competencies

- Emphasis on the role of constitution and legislative actions
- Establishment of School of governments in Kenya, South Africa, Egypt and Rwanda to serve as knowledge diffusion centers across the continent.
- Disparities of application of laws
- Lack of enforcement for the AU Charter on Civil Service
- Availability of training vary from country to another
- Reflection on the available training, fifty (50%) of the selected respondents noted that they benefited from one to three training programs over the year. On the other side, one or two respondents took part in more than 10 training programs.

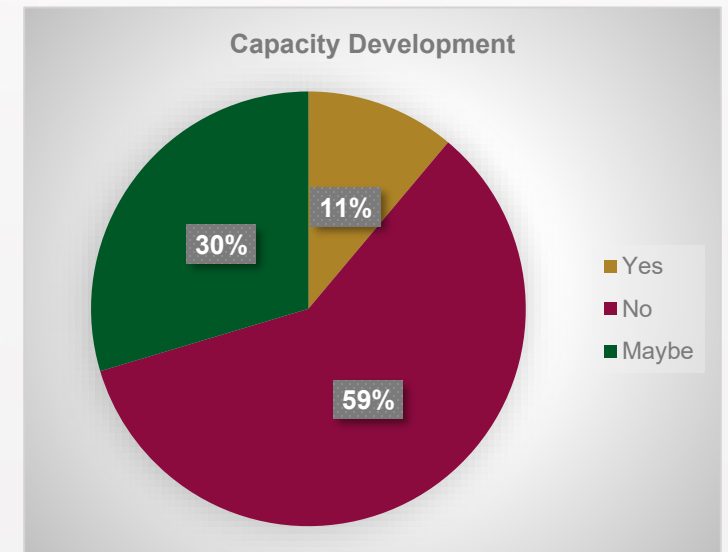
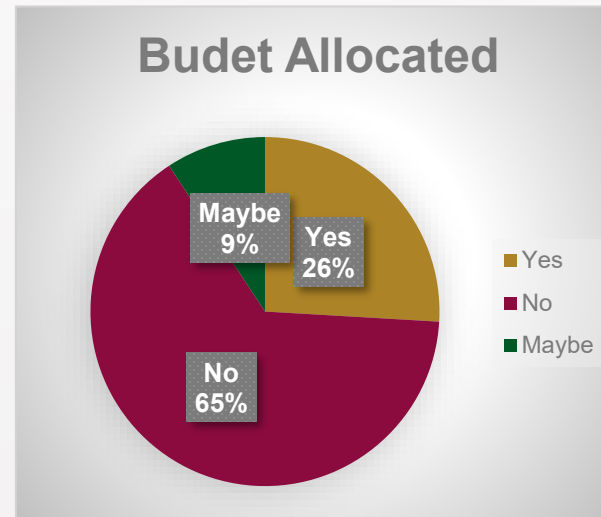
COMPETENCIES OF CIVIL SERVICE



II. Finance, budget allocation, awareness of training

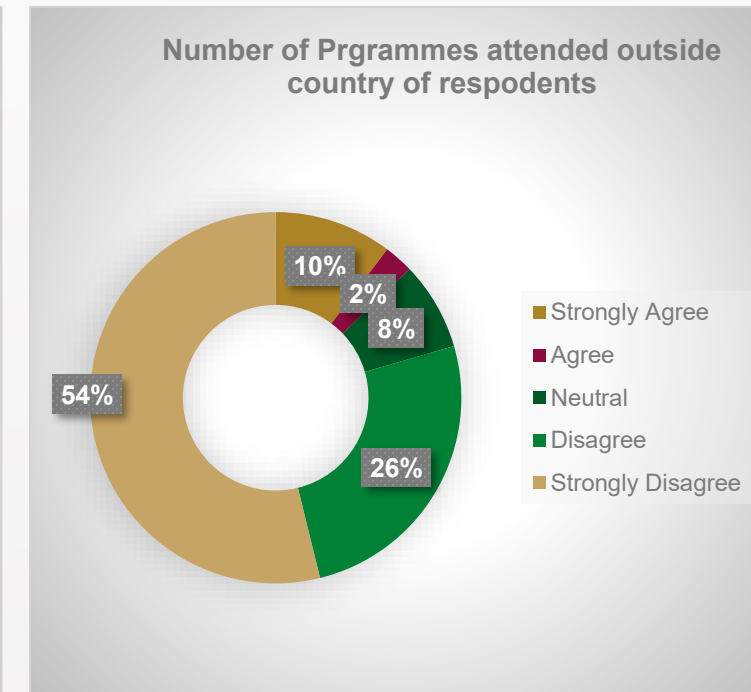
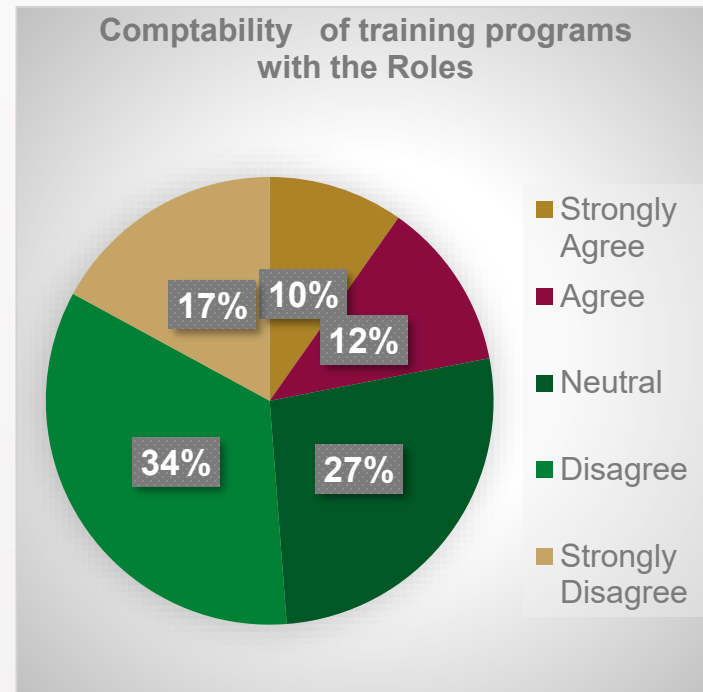
- As far as finance and budgetary allocation for training is concerned, majority of respondents confirmed dual challenge with **forlack of financial resources** training programs and lack of awareness about it amongst civil servants

- Does budget allocation meet capacity training needs?



III. Curriculum design and delivery of training

- Although majority of the respondents confirmed that capacity training is necessary for their career progression, only twenty nine percent (29%) of respondents agreed that there is a sense of compatibility pertinent to the received training vis a vis their training needs.
- Majority of respondents also confirmed that they **have not had a chance to benefit from international or continental training provided** by another African country or a continental body. Also, there was a bit of division of their perception on the value-add for short term capacity building programs.





On Sound Policy Making: Strategic Planning & Foresight :APRM Toolkit

Assessment Tool

Provides a self-assessment framework to gauge integration of strategic planning in policies.

Step-by-Step Guidance

Outlines essential actions to establish robust national strategic planning systems.

Clear Responsibilities

Identifies responsible institutions for each recommended action to ensure ownership

Future-Ready Governance

Helps governments anticipate future scenarios and allocate resources proactively.

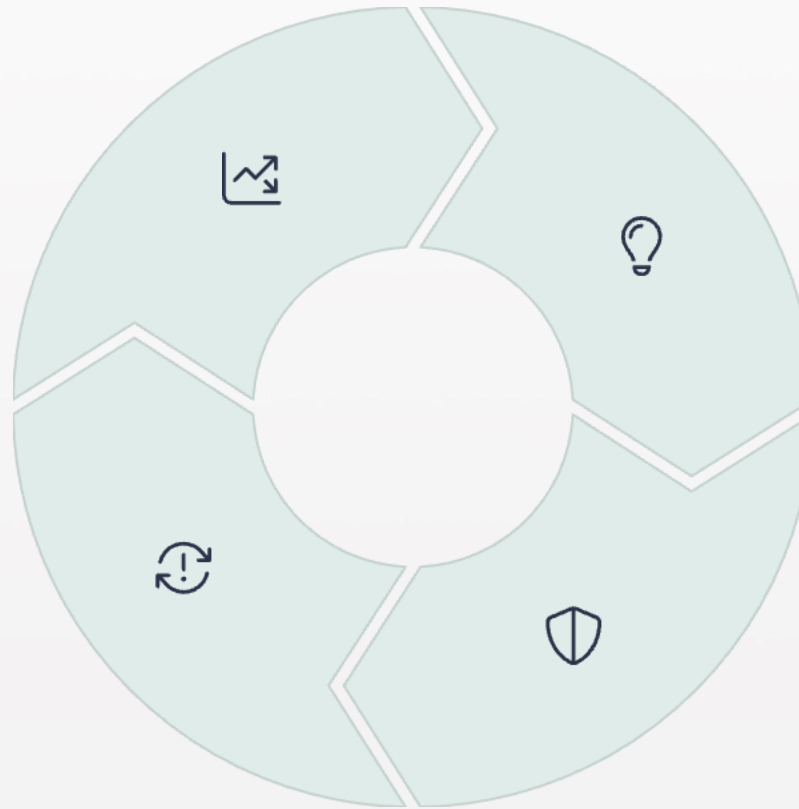
✓ APRM Toolkit: Strategic Planning & Foresight



Core Components: Policy Elements

Evidence-Based Planning
Relying on accurate data and forecasts

Policy Coherence
Ensuring alignment across sectors



Scenario Planning
Preparing for different future

Risk Anticipation
Embedding early warning systems

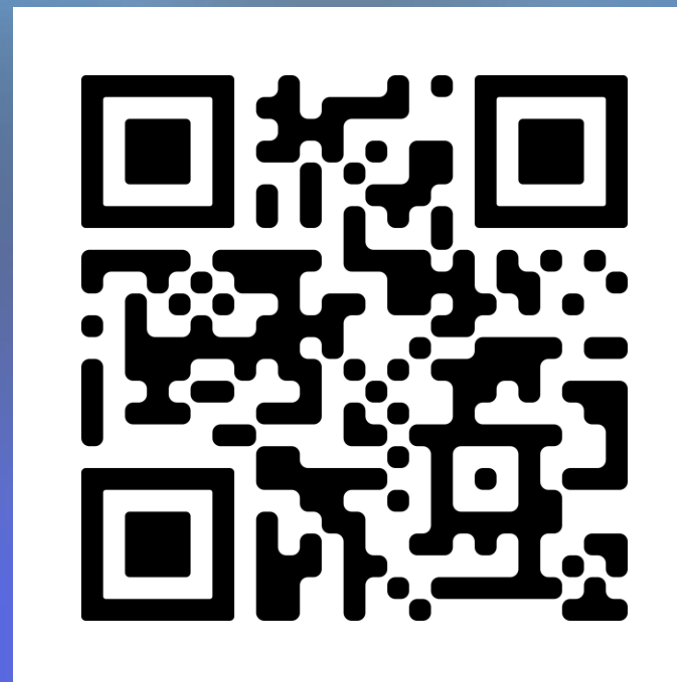
Voices of Africa: Harnessing Strategic Planning and Foresight to accelerate the Africa We Want

Supporting Sound Policy Making for Effective
Governance in Africa

Policy Brief

Authored by: Ms. Sara Hamouda¹, Ms. Bernadette Yiga², Dr. Enock Nyorekwa Twinoburyo³
Reviewed by Ms. Azeema Adam, Senior Inter-regional Advisor/Strategic Foresight and
Systems Thinking, UN DESA.

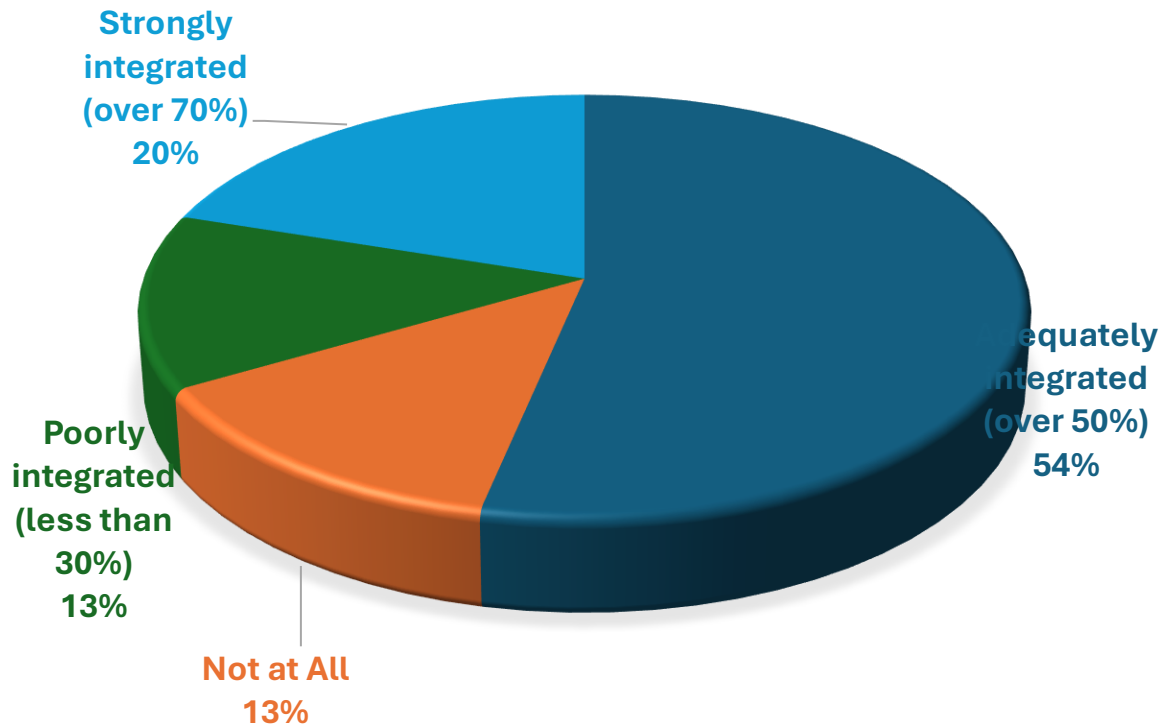
The APRM is grateful to the extensive efforts of Dr. Mohamed Al-Karamany – Professor of
Public Policy at the American University in Cairo (Egypt) to develop the proposed Toolkit. We
express sincere appreciation to Mr. Amson Sibanda (Chief-Capacity Building, UNDESA), Mr.
Lusanda Batala (Senior Development Expert, South Africa), Mr. Felix Adobo (former Director
of planning, National Planning Commission- Ghana), Mr. Samuel Kasule (Senior Expert-
National Development Planning Commission- Uganda) for their valuable contributions to
develop the Toolkit.



<https://publicadministration.desa.un.org/sites/default/files/Policy%20report.pdf>.

✓ Integration of foresight planning into NDP

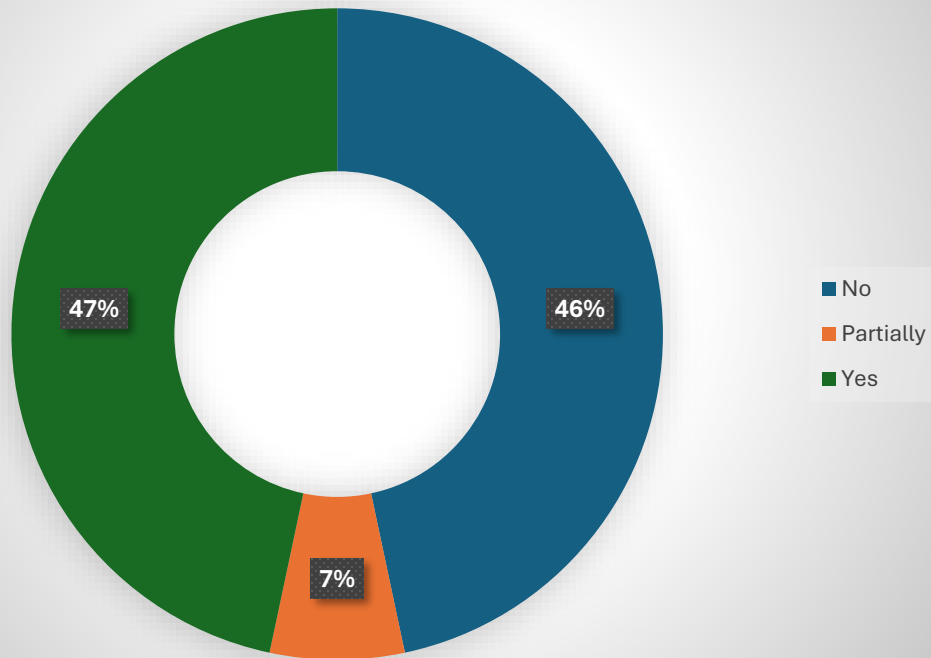
Count of 26. How well is strategic planning and foresight integrated into your national development planning processes?



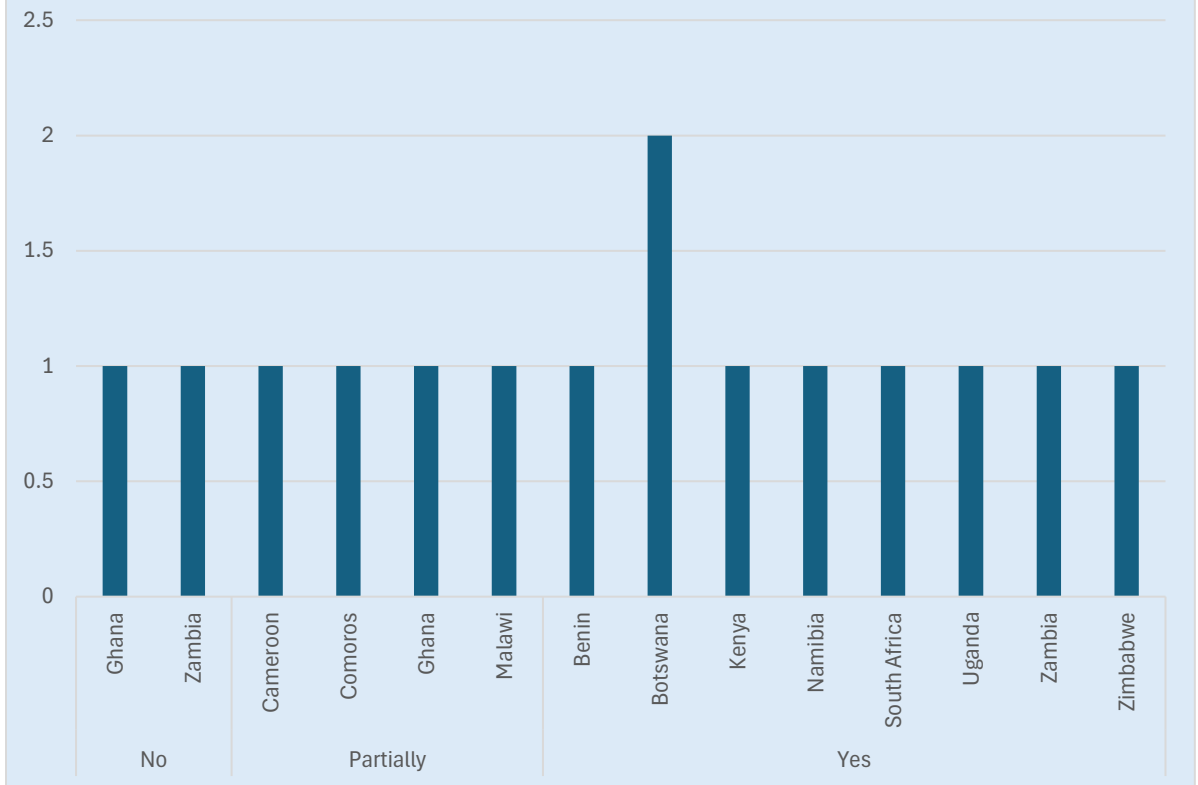
- “This is a new concept to Botswana, the method that is currently used is the macro fiscal projections”.
- Strategic planning and foresight is well articulated and prioritised in the development planning process.(Uganda)
- Communication, coordination, sidelining , Necessity for modelling Unit, Commitment, resources are identified as main challenges

Foresight Planning preparedness

Is there a Strategic Foresight or similar unit within the national development planning agency/commission?



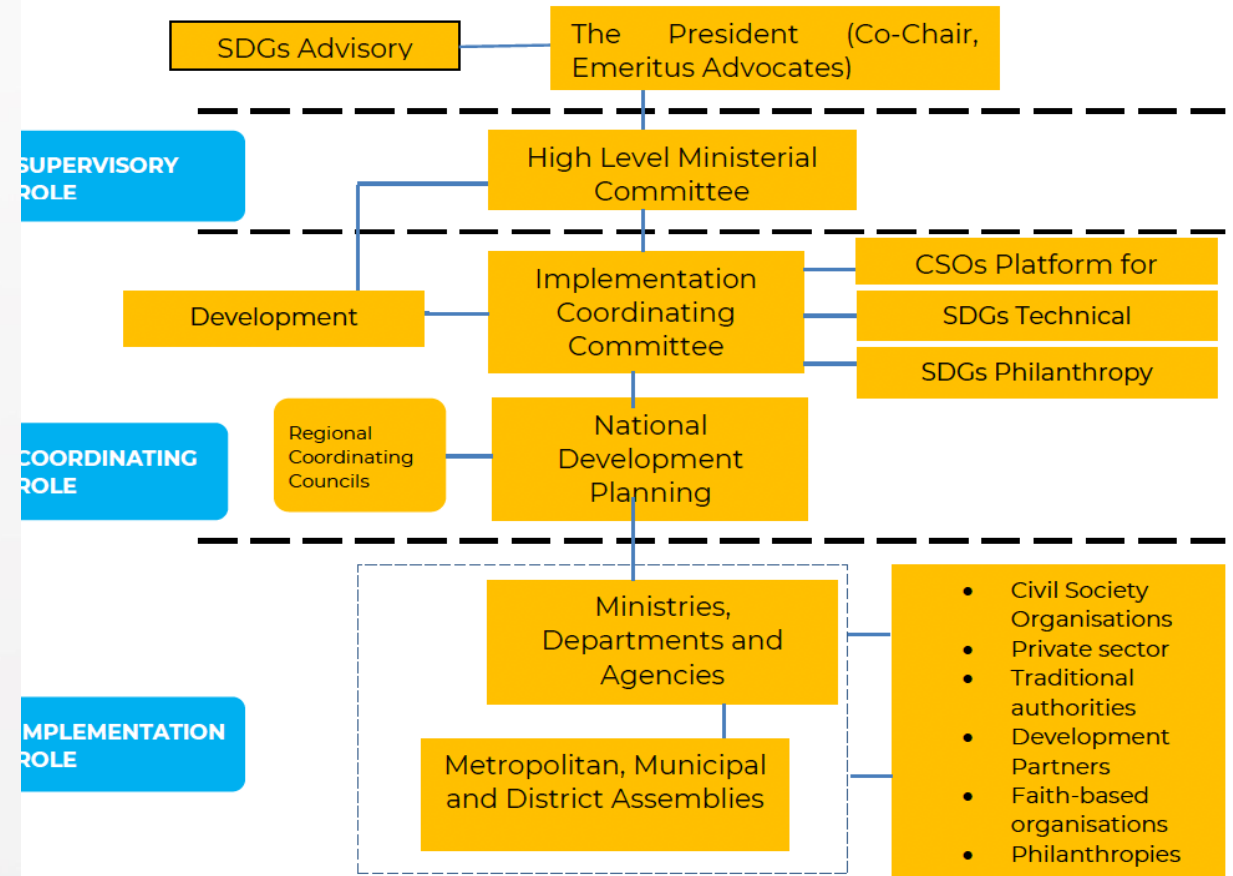
Count of 13. Does the country have an early warning system to track potential risks and disasters?



On Collaboration Principle : most effective in building local capacities to implement good governance practices aligned with the SDGs?

- African countries are strongly committed to the implementation of Agenda 2030 and Agenda 2063
- Each country develops its institutional framework guided by the society needs and nature of communication, planning model.
- **District planning model and decentralized governance** seems to be effective in some countries more than others.
- Collaboration with strategic partners, UN RCs, AU organs can leverage investing in national capacities

Figure 1.1. Ghana's institutional architecture for SDGs and Agenda 2063 implementation



Source: NDPC, 2019.

ON Social Equity for LNOB : APRM-NIGSD Toolkit



Forging 'Leave No One Behind' Principle in Africa: Perspectives of Female Executives on Social Equity

Summit of the Future APRM Policy Brief

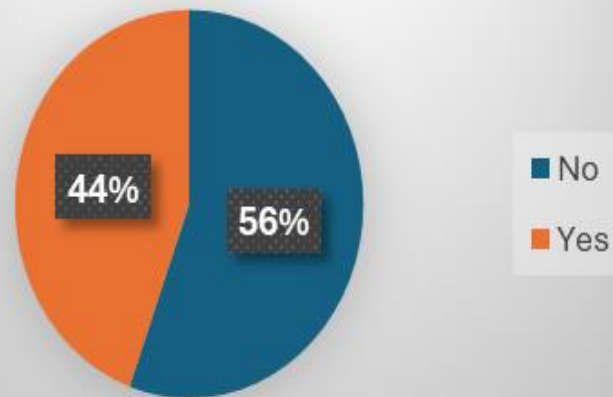


Authored by: Dr. Hanan Rizk (NIGSD-Egypt), Dr. Enock Nyorekwa Twinoburyo (SDGCA-Rwanda), Ms. Sara Hamouda (APRM Continental Secretariat, South Africa)
Reviewed by: Dr. Sherifa Sherif, and Ms. Caroline Makasa

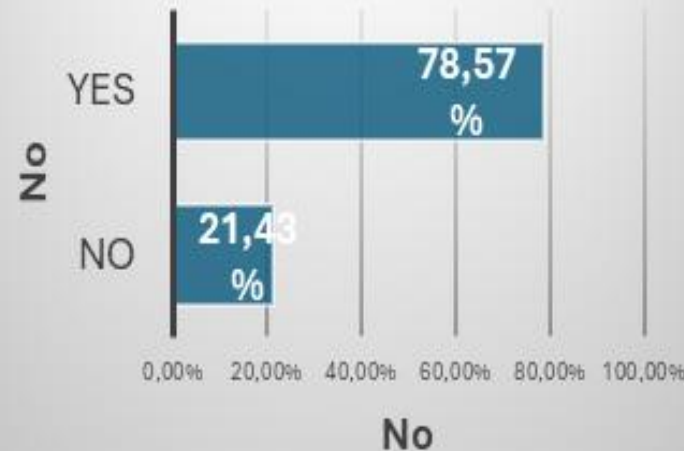
- All individuals have equal opportunities to participate fully in the political and cultural life of a community. This includes guaranteeing access to rights, services and protections, as well as ensuring the fair distribution of public services.
- It ensures that every individual has the same (equal) opportunities for well-being and access to public goods and social services.
- <https://aprm.au.int/en/documents/2024-09-19/forging-leave-no-one-behind-principle-Africa>.

Level of participation vs level of implementation

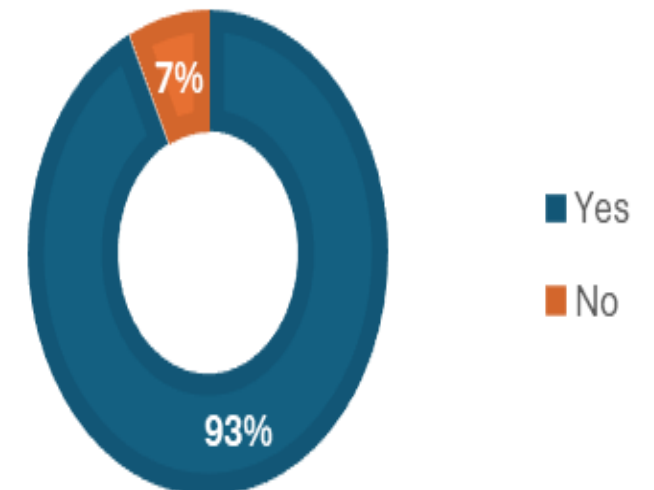
Data Disgregation according to LNOB policies



'Are there any legal frameworks to support social equity mainstreaming by which your organization is guided?'

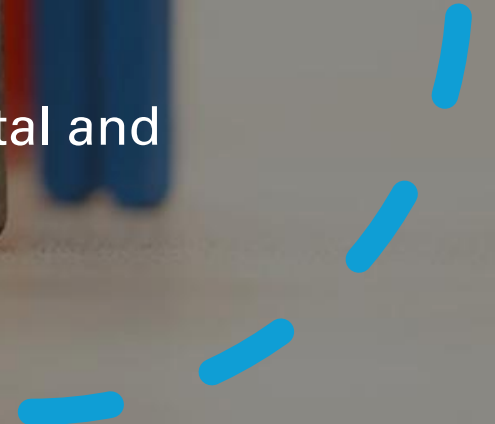


DOES YOUR COUNTRY CONSIDER LNOB PRINCIPLE IN POLICY FORUMATION



How social equity is applied in Africa?

- Inclusive Policy and Legislative Frameworks
- Access to Healthcare and Services
- Training and Capacity Building
- Economic and Social Empowerment
- Inclusive Participation and Engagement
- Monitoring, Accountability, and Impact Assessment
- Public Engagement and Representation
- Gender mainstreaming policies and affirmative actions
- Health and Well-being
- Education and Capacity Building
- Economic Empowerment, environmental and sustainability programs



Zambia



Integrity Principle: anti-corruption and independent institutions

Ethiopia

An independent Human Rights Commission is fully operational and has been monitoring the human right issues of citizens. also, an independent human rights agency called the Ethiopian Human Rights Council whose formation and operation is not associated with the government.

The Institute of Ombudsman is also in operation with the mandate of monitoring possible mal-administrations committed by government organizations and several cases are being solved through the agency annually. Ethiopia has established an independent and competent Electoral Board which is in charge of election and related issues

Morocco

A comprehensive reform of judicial system in Morocco was implemented since 2013

Charter for the Reform of the judicial system was adopted to modernize judicial administration

The establishment of the Superior Council of the Judicial Power

The institution of the Presidency of the General Prosecutor's Office

Review of the penal system, in particular by the development of the draft Penal Code

Senegal

Senegal created various oversight mechanisms to address public service delivery issues

The National office for the fight against Fraud and corruption

The General State Inspectorate (IGE)

The Court of Auditors

the Court for the Repression of Illicit Enrichment (CREI); the General Inspectorate of Finance (IGF); and the National Financial Information Processing Unit (CENTIF).

On Policy coherence for Sustainable Development



Institutional and coordination mechanism (VNR TF, HR commissions..etc)



Legislative bodies and legislations alongside existing to enforce rule of la, inclusion and access to justice



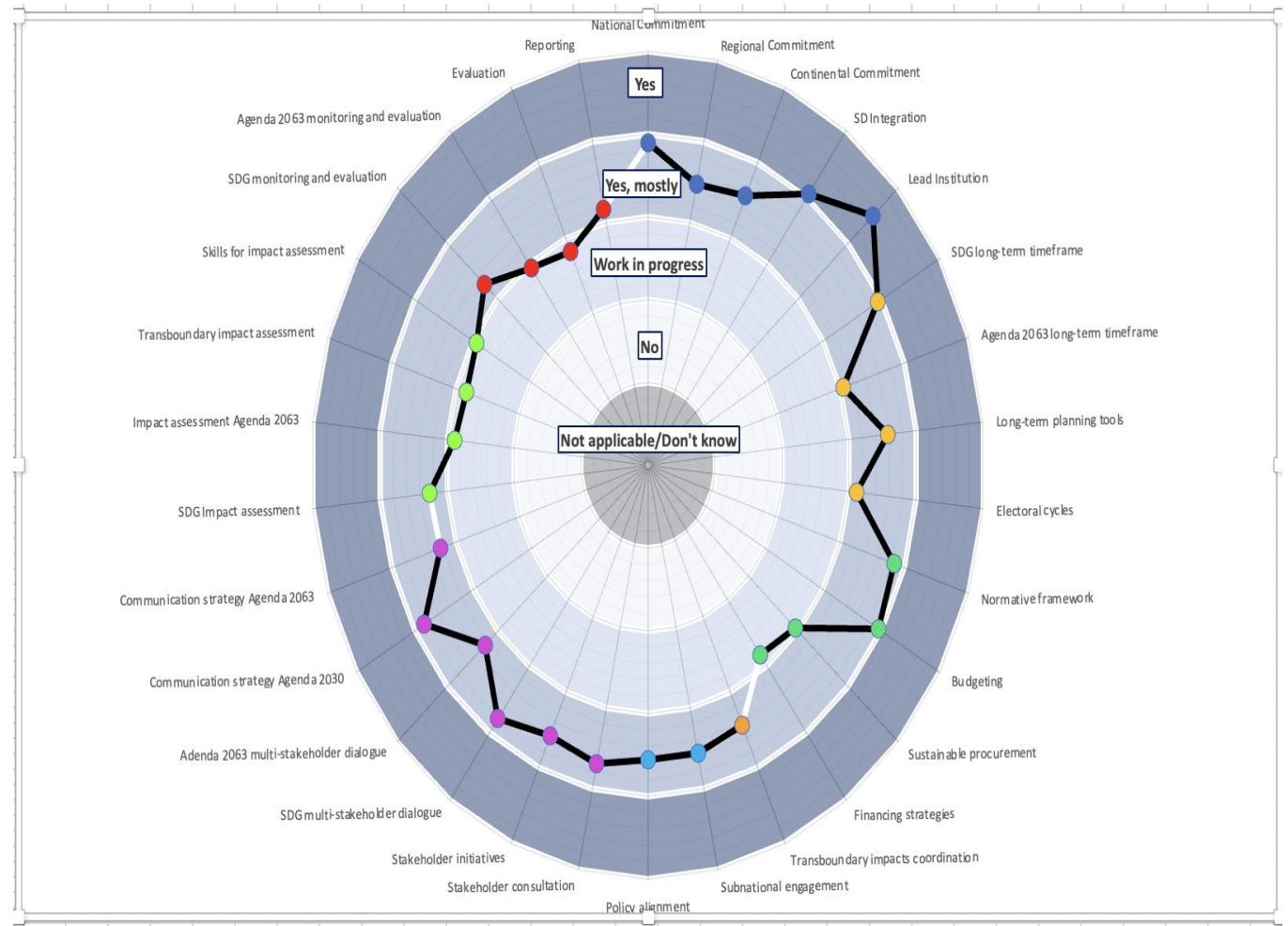
Multi-stakeholders engagement , access to information, digital governance divide

- ✓ Planning, monitoring and evaluation
- ✓ Whole- of government and society approach
- ✓ Systematic review of SDGs and Agenda 2063
- ✓ Institutional coherence of decision making
- ✓ Ensuring that no one is left behind in gov vision for development



Ghana

- **Strengths:** Political commitment and leadership, alongside mechanisms supporting whole-of-government coordination and vertical coherence, were identified as the strongest components of Ghana's approach to PCSD.
- **Challenges:** Areas perceived as needing further development included the integration of long-term visioning, impact analysis and assessment, as well as monitoring, evaluation, and reporting.
- Additionally, the workshop emphasized the importance of fostering a **multi-stakeholder approach**, which empowers civil society organizations (CSOs) and youth to actively contribute to implementing both local SDG and Agenda 2063 initiatives.





Multi-stakeholder engagement and community participation

- African citizens, especially youth are at the frontline of SDG and Agenda 2063 implementation
- The African Union organs mainly ECOSOC and APRM have been developing various MSE to ensure that citizens voices



An Institution of the
African Union

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Promoting Democracy and
Good Governance in Africa



Lessons learnt

- African countries have achieved positive strides various achievements to domesticate the UN CEPA Principles;
- Governance in Africa is deeply contextual, shaped by history, culture, and leadership styles
- Institutions are anchors of Resilience. They build trust between Gov and Citizens
- Countries which have active engagement with APRM were able to leverage on the principles for further support with community initiatives
- The APRM-AAPAM collaboration has been very significant to provide evidence-based toolkit on the competencies appropriateness for the civil servants' needs.
- We encourage all member states to reach out to APRM, AAPAM and other partners to utilize available tools and initiate multi-stakeholder dialogue



Challenges



Political will to anchored the principles in public service mindset



Need for a systematic approach to mainstream the principle in universities and major civil society programs



Need for prioritization , consistency and driven the principles with impact



Need for considering that FutureGov emphasizes three pillars: skillsets (such as data literacy and systems thinking), mindsets (including foresight and agility), and innovation (through behavioural insights and citizen engagement)

Thank you
Merci
شكراً

