

# CHAPTER ONE

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## 1. INTRODUCTION

“The mandate of the African Peer Review Mechanism is to ensure that the policies and practices of participating states conform to the agreed political, economic and corporate governance values, codes and standards contained in the Declaration on Democracy, Political, Economic and Corporate Governance. The APRM is the mutually agreed-to instrument for self-monitoring by the participating governments.”

NEPAD/HSGIC/03-2003/APRM/MOU/Annexe II

### 1.1 The Evolution of the African Peer Review Mechanism

- (i) The APRM is an instrument voluntarily acceded to by member states of the African Union (AU) as a self-monitoring mechanism for African states. Its primary purpose is to foster the adoption of policies, standards and practices that lead to human security and political stability, high economic growth, sustainable development, and accelerated sub-regional and continental economic integration.
- (ii) Peer review is the systematic examination and assessment of the performance of a state by other participating states. It is conducted on a non-adversarial basis and relies heavily on mutual trust and shared confidence among the states involved in the process. The APRM seeks to improve the performance of countries through sharing experiences, reinforcing successful and best practices, identifying deficiencies and assessing the need for capacity building.
- (iii) Assessment under the APRM is conducted within the framework of agreed values, codes and standards as contained in the Declaration on Democracy, Political, Economic and Corporate Governance. The APRM measures a country’s performance in four substantive thematic areas:
  - Democracy and Political Governance;
  - Economic Governance and Management;
  - Corporate Governance; and
  - Socio-Economic Development.
- (iv) The APRM is open to all member states of the AU. Thus far, 27 member countries have voluntarily acceded (Table 1.1). Accession entails undertaking to submit to periodic peer reviews and facilitating such reviews. It also includes committing to the implementation of the National Programme of Action (NPOA) arising from the review and the operationalisation of the agreed parameters for good governance across the four thematic areas.





**Table 1.1: Countries that have joined the APRM between 2003 and September 2007**

Country	Region
Central Africa (4)	Cameroon, Gabon, Republic of Congo, Rwanda
East Africa (5)	Djibouti, Ethiopia, Kenya, Tanzania, Uganda
North Africa (3)	Algeria, Egypt, Sudan
Southern Africa (7)	Angola, Lesotho, Malawi, Mauritius, Mozambique, South Africa, Zambia
West Africa (8)	Benin, Burkina Faso, Ghana, Mali, Nigeria, São Tomé and Príncipe, Senegal, Sierra Leone

Source: APR Secretariat, September 2007.

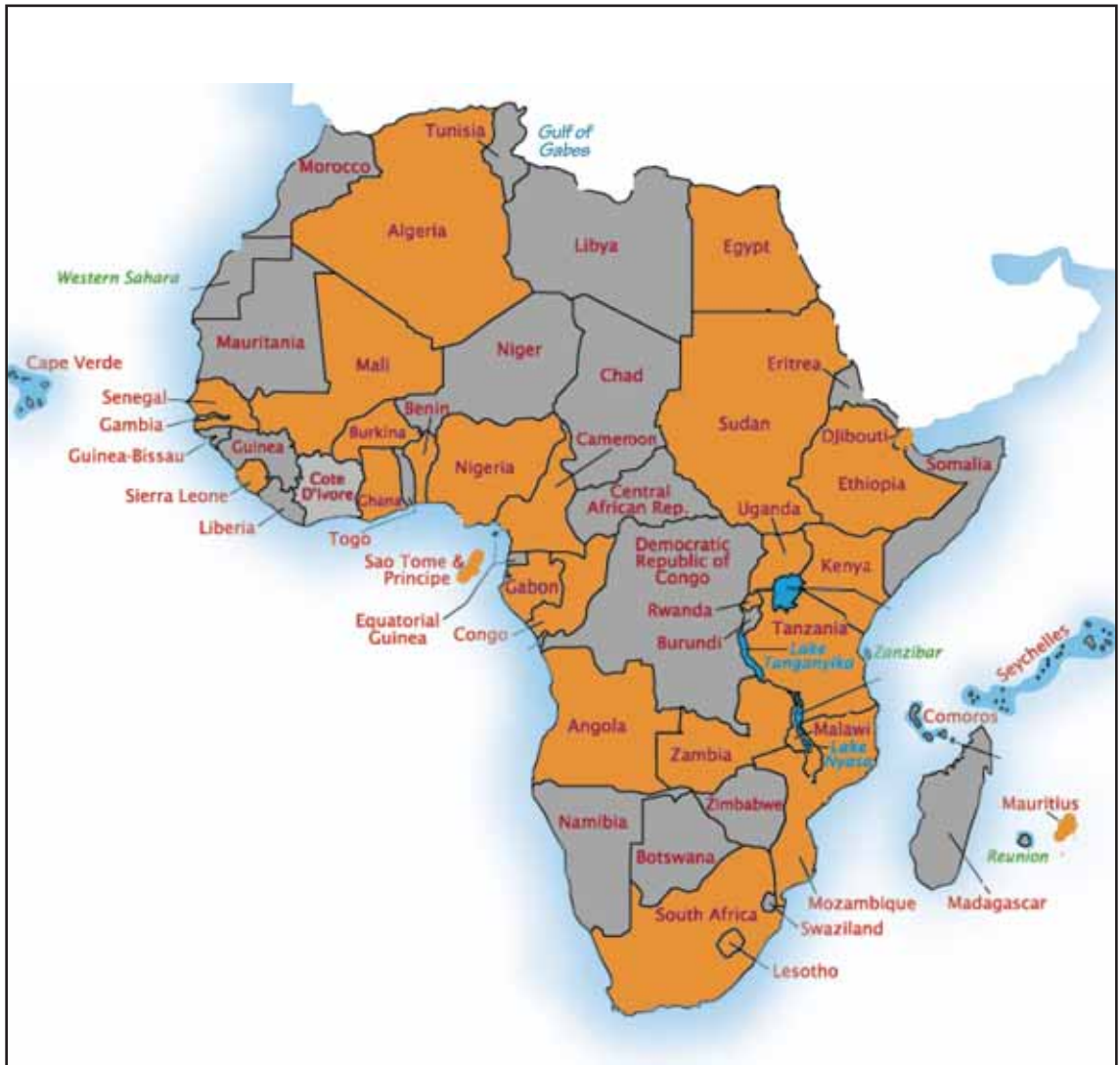
- (v) The membership of the APRM represents 652.7 million out of the total African population of 886.0 million, i.e. 74 per cent. Figure 1.1 shows the APRM's coverage in Africa.
- (vi) Since its inception, the APR Panel has launched reviews in 14 countries (by order of their launch): Ghana, Rwanda, Mauritius, Kenya, Uganda, Nigeria, Algeria, South Africa, Benin, Burkina Faso, Tanzania, Mozambique, Lesotho and Mali. Of these, three reviews have been completed and peer reviewed by the APR Forum.
- (vii) Ghana was reviewed at the Fourth APR Forum meeting held in Khartoum, Sudan on 22 January 2006. Kenya and Rwanda were peer reviewed at the Fifth APR Forum meeting held in Banjul, The Gambia on 30 June 2006. South Africa becomes the fourth country to field a Country Review Mission (CRM).

## 1.2 The APRM Process

The APRM process consists of five stages, which are outlined in the APRM Base Document as follows:

- (i) **Stage One** entails a country's establishment of structures for managing the process at national level. These include the designation of a Focal Point and the establishment of a National Governing Council (NGC) or a National Commission. The country is then required to undertake a comprehensive national self-assessment involving all key stakeholders and grassroots constituencies. The findings of the assessment have to be validated nationally and a Country Self-Assessment Report (CSAR) is submitted to the APR Panel.
- (ii) On the basis of these findings the country prepares a draft NPOA, which must reflect input by the broad civil society. It is submitted to the Panel as an integral part of the CSAR.

**Figure 1.1: APRM Geographical Coverage**



Source: Adapted from WorldAtlas.com

- (iii) According to the APRM Base Document, “the primary purpose of the NPOA is to guide and mobilise the country’s effort in implementing the necessary changes to improve its state of governance and socio-economic development. In addition, the NPOA is the key input delivered by the country into the peer review. It serves to present and clarify the country’s priorities; the activities undertaken to prepare and participate in the APRM; the nature of the national consultations; as well as to explain explicitly the responsibility of the various stakeholders in the government, civil society and private sector in implementing the programme”.





- (iv) As the country prepares its CSAR, including the NPOA, the APR Secretariat prepares a comprehensive background document on the country. The preparation of the document draws on up-to-date information from national, sub-regional, regional and international sources.
- (v) Based on the CSAR, NPOA and background document, the APR Secretariat develops an “Issues Paper” outlining the key issues on which the review process will focus. This Paper is informed by five main considerations:
- Critical issues that are addressed in the CSAR but need reinforcement;
  - Issues that have been understated or inadequately addressed;
  - Issues identified in the past but which continue to have serious problems with implementation;
  - Issues missed completely by the CSAR; and
  - Areas of discrepancy or divergence (as is evident from cross-checking with the background paper).
- (vi) **Stage Two** is the fielding of the CRM under the leadership of the APR Panel. The CRM must carry out the widest possible consultations with all stakeholders: the government, judiciary, political parties, national assemblies, civil society organisations (CSOs), the media, women, youth, people with disabilities, trade unions, religious bodies, professional bodies, corporate entities and organisations (both private, public and informal), academia and research institutions. The main objectives are to:
- Learn about the different stakeholders’ perspectives on governance in the country, and
  - Clarify the issues identified in the Issues Paper and build consensus on how the different issues should be tackled.
- (vii) **Stage Three** sees the drafting of the CRM’s report. It is informed by the CSAR and NPOA, the background document and Issues Paper prepared by the APR Secretariat, as well as by the information made available to the CRM during the wide-ranging consultations with all stakeholders in the course of the country review visit. The draft report also:
- Considers the applicable political, economic, corporate governance and socio-economic development commitments made in the preliminary NPOA;
  - Identifies any remaining weaknesses; and
  - Recommends further actions to be included in the final NPOA.

- (i) The draft report has to be clear on the specific actions required in instances where unresolved issues are identified. The report is first discussed with the government concerned to verify the accuracy of the information. The government is given an opportunity to respond to the CRM's findings and put forward its own view on how the shortcomings could be rectified. These responses are appended to the CRM's report. At this stage, the country finalises its NPOA, taking into account the conclusions and recommendations of the draft report.
- (ii) **Stage Four** begins when the APR Panel Member leading the country's peer review process submits the final report, with the country's final NPOA, to the APR Panel. On its approval, the report is submitted to the APR Forum for presentation and peer review and, subsequently, for implementation according to the APR Forum's mandate. If the country shows a demonstrable will to rectify identified shortcomings, it will be incumbent on participating governments to provide assistance to the extent they can and to urge development partners and agencies to come to the assistance of that country.
- (iii) **Stage Five** is the final stage of the APRM process. It entails the formal publication and tabling of the country review report after it has been considered by the APR Forum. Key regional and sub-regional structures such as the regional economic community to which the country belongs, the Pan-African Parliament, the African Commission on Human and Peoples' Rights, the Peace and Security Council, and the Economic, Social and Cultural Council (ECOSOCC) of the AU should have the report tabled before them.
- (iv) The timeline for the process is expected to vary considerably among countries, depending on each country's specificities. The anticipated duration of each peer review from the onset of Stage One to the end of Stage Four is 9 to 12 months.

### 1.3 APRM Principles

- (i) A number of essential factors and principles underpin the effectiveness of the APRM. These include: national ownership and leadership by the participating country; inclusiveness and broad-based participation; accountability; technical competence; credibility; and freedom from manipulation.
- (ii) To ensure that these principles are operationalised, rules and procedures have been developed to guide all stakeholders in the conduct of the review process. These include the APRM Base Documents; the "Guidelines for Countries to Prepare for and to Participate in the APRM" (Country Guidelines) and the standard questionnaire for APRM assessment that is sent to all countries.

### 1.4 Key Objectives of the APRM Focus Areas

The key objectives for each of the four thematic areas are listed below.

#### Democracy and Political Governance

1. Preventing and reducing intra- and inter-country conflicts;





2. Fostering constitutional democracy, i.e. periodic political competition and opportunity for choice, the rule of law, a Bill of Rights and the supremacy of the Constitution are firmly established in the Constitution;
3. Promoting and protecting economic, social, cultural, civil and political rights as enshrined in all African and international human rights instruments;
4. Upholding the separation of powers, including protecting the independence of the judiciary and of an effective parliament;
5. Ensuring accountable and efficient public officeholders and civil servants;
6. Fighting corruption in the political sphere;
7. Promoting and protecting the rights of women;
8. Promoting and protecting the rights of children and young persons; and
9. Promoting and protecting the rights of vulnerable groups, including displaced persons and refugees.

### **Economic Governance and Management Objectives**

1. Promoting macroeconomic policies that support sustainable development;
2. Implementing transparent, predictable and credible state economic policies;
3. Promoting sound public finance management;
4. Fighting corruption and money laundering; and
5. Accelerating regional integration by participating in the harmonisation of monetary, trade and investment policies among the participating states.

### **Corporate Governance Objectives**

1. Providing an enabling environment and effective regulatory framework for economic activities;
2. Ensuring that corporations act as good corporate citizens with regard to human rights, social responsibility and environmental sustainability;
3. Promoting the adoption of codes of good business ethics in achieving the objectives of the organisation;
4. Ensuring that corporations treat all their stakeholders (shareholders, employees,

communities, suppliers and customers) in a fair and just manner; and

5. Making provision for the accountability of corporations and directors.

### **Socio-Economic Development Objectives**

1. Promoting self-reliance in development and building capacity for self-sustaining development;
2. Accelerating socio-economic development to achieve sustainable development and the eradication of poverty;
3. Strengthening policies, delivery mechanisms and outputs in key social development areas (including education for all and combating HIV, AIDS and other communicable diseases);
4. Ensuring affordable access to water, energy, finance (including microfinance), markets, and information and communication technology (ICT) to all citizens, especially the rural poor;
5. Ensuring progress towards gender equality, particularly equal access to education for girls at all levels; and
6. Encouraging broad-based participation in development by all stakeholders at all levels.

## **1.5 Implementation of the APRM Process in South Africa**

- (i) South Africa was one of the first countries to accede to the APRM in Abuja, Nigeria in March 2003. Subsequently, the country appointed Honourable Geraldine Fraser-Moleketi, Minister for Public Service and Administration, as the National APRM Focal Point.
- (ii) South Africa formed an interdepartmental committee and established an interim secretariat located in the Department of Public Service and Administration (DPSA). These structures were to assist the Focal Point in putting in place the necessary mechanisms for overseeing the implementation of the APRM process in the country.
- (iii) Upon her appointment as Focal Point, Hon. Fraser-Moleketi organised a number of workshops and sensitisation activities to create awareness and outline modalities for participation in the process. The country's approach to the APRM is informed by the following strategic objectives:
  - Establishing benchmarks for the peer review process, considering that it is not a “one shot in the arm” affair but entails periodic peer reviews to determine the progress being made;
  - Strengthening national mechanisms for assessing, among other things, the performance of the government as well as that of other stakeholders;





- Building and popularising a broader sense of ownership for the people's contract; and
  - Supporting the building of African-based experience and knowledge systems.
- (iv) The preparatory process for the official launching of the review came to a climax when the first-ever National Consultative Conference on the APRM was held on 28-29 September 2005. It was attended by about 350 delegates, comprising representatives from the government (national, provincial and municipal), academia, constitutional bodies and civil society structures. His Excellency President Thabo Mbeki inaugurated a 15-member NGC during the conference.
- (v) The following sectors were represented on the NGC:
- Business Unity South Africa (BUSA);
  - Disabled People South Africa;
  - South African National NGO Coalition (SANGOCO);
  - South African Youth Council (SAYC);
  - South African Council of Churches (SACC);
  - South African Transport and Allied Workers Union (SATAWU) – Congress of South African Trade Unions (Cosatu) representative;
  - Arts and Culture;
  - South African National Civic Organisation (SANCO);
  - National Women's Coalition (NWC); and
  - National Council of Trade Unions (NACTU).
- (vi) In addition, the NGC included five Ministers:
- Minister of Finance;
  - Minister of Trade and Industry;
  - Minister of Justice and Constitutional Development;
  - Minister in the Presidency; and



- Minister of Public Service and Administration (the Focal Point Minister who was also designated chairperson).
- (vii) In order to make the national structure more representative it was decided that each member (except the chairperson) would have an “alternate”. Both groups were nonetheless expected to participate in all meetings. The alternates were drawn from the same stakeholder groups as the main members. In line with the desire to decentralise governance and management to local levels, provincial Focal Points were also identified. These were mainly members of the Executive Councils (MECs) in the provinces, and in each province a Provincial Governing Council (PGC) was established. South Africa became the first country so far where national APRM structures were replicated at provincial level.

## 1.6 Country Support Mission

- (i) Once the structures at national and provincial levels had been established, the APR Panel’s Country Support Mission (CSM) to South Africa took place on 9-11 November 2005. The purpose was to assess the structures and mechanisms the country had put in place to undertake its self-assessment and, subsequently, to draft its NPOA. The CSM was also to conclude negotiations with the government and sign the Memorandum of Understanding (MOU) on the Technical Assessment and the CRM.
- (ii) Deliberations during the CSM focused on the following:
- The national structures, in particular the NGC, which segments of civil society argued was not representative enough and was overly dominated by the government;
  - The role of the parliament, as it had decided to undertake a parallel assessment process of its own, which could potentially undermine the national process;
  - The use of technical research institutions to safeguard the technical soundness and credibility of the report; and
  - Sensitisation and mobilisation of the public.
- (iii) The country readily accepted the proposal to expand the membership of the NGC so as to render it more inclusive. It was therefore agreed to make the alternate 14 members full members of the Council. This brought the membership to 29.
- (iv) The role of the parliament was extensively discussed. It was imperative that the parliament should participate fully in the APRM as one of the key stakeholders. However, its contribution had to be part of the same national process. If seen as a parallel or competing process, it could undermine the entire APRM exercise.
- (v) The CSM emphasised the importance of anchoring the APRM process on a sound technical footing through the use of technically competent and experienced research institutions. This would safeguard the credibility of the report. It would also ensure sustainability and





institutional memory, since it is envisaged that there would be a number of follow-up reviews to monitor the progress being made. At the time, however, the use of such research institutions was not readily accepted.

- (vi) To gauge the measure of preparedness at provincial level, it was agreed to field the CSM to two of the nine provinces (Limpopo and the Eastern Cape) in order to assess the viability of the structures at this level.
- (vii) Accordingly, the CSM was fielded to the two provinces from 4-7 December 2005, being tasked to:
  - Capture perspectives and witness firsthand the engagement and involvement of the broad spectrum of South African society in the APRM;
  - Observe the PGCs at work;
  - Observe how the community development workers (CDWs) were implementing the questionnaire at local level;
  - Conclude discussions with the national Focal Point and NGC on remaining matters such as the technical research strategy and the role of the parliament;
  - Ensure continuity and the smooth implementation of the APRM process from inception to completion; and
  - Continue to sensitise stakeholders on the APRM process.
- (viii) Overall, the follow-up mission was very useful, providing the opportunity for further interactions with various stakeholders at provincial level. Evidently, significant effort had been made in the provinces in terms of sensitising various stakeholder groups. There was a great deal of awareness and the process seemed well organised. The parliament also agreed to have its contribution integrated into the national process.
- (ix) The CRM offered suggestions on how to mobilise and strengthen the consultation and self-assessment processes. In particular, it reiterated the use of technical research institutions to anchor the national self-assessment exercise. Meanwhile, the MOU for conducting the review had been signed on 17 November 2005.

## **1.7 Methodology Used to Prepare the Country Self-Assessment Report**

- (i) Towards the end of 2005, the NGC established a research subcommittee consisting of seven members. Three were from the government and four from civil society, in addition to the Secretariat's research committee. Other subcommittees of the NGC were organised along the four thematic areas of the APRM.

- (ii) About 190 institutions involved in research and advocacy were invited to apply for accreditation as research partners. Fifteen institutions met the criteria and were accordingly accredited. These institutions were to take part in the analysis of submissions and the development of the CSAR. Ultimately, four of these institutions tendered to compile the CSAR as technical support agencies for each thematic area:
1. Institute for Democracy in South Africa (IDASA) – Democracy and Political Governance;
  2. South African Institute for International Affairs (SAIIA) – Economic Governance and Management;
  3. African Institute of Corporate Citizenship (AICC) – Corporate Governance; and
  4. Institute for Economic Research on Innovation (IERI) – Socio-Economic Development.
- (iii) To enhance the credibility of the process and ensure a high-quality report-writing process, the research subcommittee agreed to appoint the Human Sciences Research Council (HSRC) and the Auditor-General to assist with quality control.
- (iv) Following the compilation of the thematic technical reports, research seminars were held on 4-7 April 2006 to review these reports. The draft technical reports and additional inputs were then used to compile the CSAR and draft the initial NPOA. The draft NPOA was prioritised, refined and costed by a committee consisting of representatives from the government, NGC and the Technical Support Agencies (TSAs).
- (v) The second national consultative workshop for the presentation of the draft CSAR was held on 4-5 May 2006 and was attended by about 1700 people from all walks of life. Validation workshops were also held at provincial level.
- (vi) Some concerns have been raised about the approach used by the NGC in consolidating the CSAR. These are summarised below.
- The reluctance to engage technical institutions at the beginning of the self-assessment process led some stakeholders to suspect that the NGC wanted to manipulate the process and its outcome. This sentiment has lingered among segments of stakeholders, including civil society, academia and the media. This has been the case despite the involvement of technical institutions later in the process and the subjection of the CSAR, as reported above, to validation at both national and provincial levels.
  - The finalisation of the CSAR after its validation by the APR Secretariat further fuelled apprehension and suspicion in this regard. Individuals and stakeholders have suggested that some of the initial submissions were dropped altogether, or received insufficient consideration, or were omitted from the draft NPOA.
  - While critics generally admit that the quality control agencies (the Auditor-General and





the HSRC) have been thorough in undertaking their assignments, it has also been argued that their focus was more on verifying the numbers of submission and how they were treated than on exercising external substantive quality control.

- (vii) In discussions with the NGC, it was maintained that the CSAR had been consolidated based on extensive deliberations and consensus building among the members of the NGC and thus reflected the viewpoints in the various submissions. Furthermore, validation workshops had been held where the report was tested and amendments were made as necessary, based on stakeholders' responses.

**Box 1.1: Innovations in the Implementation of the APRM in South Africa**

**APR PGCs:** These were established in all nine provinces of South Africa. Provinces were encouraged to establish PGCs in accordance with their specific provincial context, provided the core APRM principles were adhered to. The composition of the PGC was therefore adapted to the local context to be representative and inclusive. The PGCs were required to align their activities with the NGC so as to ensure consistency. They were also encouraged to set up provincial secretariats to assist the PGCs. Provinces carried some of the costs associated with the implementation of the APRM. Furthermore, in all provinces, the PGCs hosted and interacted with the CRM to outline their methodological approach. All the provinces produced provincial APRM self-assessment reports, which were forwarded to the APRM's NGC and made available to the CRM. On the whole, the concept of the PGC – a novel initiative by South Africa – is lauded for the way it broadened awareness of and participation in the APRM.

**Broad sensitisation and mobilisation of stakeholders at grassroots level:** This was undertaken, including training targeted at agents who would be charged with implementation of the process (government officials, civil society members and CDWs); use of a government call centre to provide information on the APRM (calls from landlines were free); and a proactive media and communication strategy utilising, inter alia, radio jingles, television adverts, print media, outdoor radio broadcast events and advertising the APRM on payslips for national and provincial departments. An APRM website ([www.aprm.org.za](http://www.aprm.org.za)) was also set up. In addition, South Africa recorded two songs on the APRM that are available on CD. This massive sensitisation campaign brought the APRM to millions of people.

**Simplification of the questionnaire:** Like Ghana, Rwanda and Kenya that have undergone the entire APRM review process, it is noteworthy that South Africa simplified the 88-page APRM questionnaire and translated it into the 11 official languages. The questionnaire was also copied on CDs and distributed to provinces for use by stakeholders. As a result, a large number of people were able to contribute to the process.

**Timeline for the process:** South Africa adhered rigorously to the recommended timelines for the process agreed upon during the CSM. This was greatly aided by the government's allocation of sufficient resources to execute the process.

Source: South Africa's submission on the national process and CRM validation, July 2006

- (viii) There is no doubt that the experiences of this first-ever national self-assessment in South Africa will enable the NGC to improve on future preparations. Having said this, the NGC must be commended for subjecting the process to broad-based consultations within extensive grassroots stakeholder reach, such as setting up call centres where people could learn about APRM (Box 1.1). The NGC also put out tapes, CDs and two songs to popularise the APRM. According to the South African authorities, over 5 million people were involved in the self-assessment process and about 6000 submissions were received by the Focal Point and the NGC. The national validation workshop held in Kliptown, Soweto on 4-5 May 2006 attracted over 1700 people. Similar validation workshops were held in all provinces.
- (ix) Of course, the primary purpose of the CRM is first to validate the national self-assessment and second, to receive additional information, viewpoints (including dissensions, disagreements and amendments/modifications to the CSAR) and additional insights and suggestions for improving governance and development from the thousands of people representing the stakeholders with whom interactions took place. This APR Panel Country Review Report on South Africa has therefore benefited tremendously from all these inputs in reaching the different conclusions and recommendations contained herein. It is this report that will constitute the basic document for the peer review of South Africa to be undertaken by the APR Forum of Heads of State and the governments of participating countries.
- (x) A holistic package of strategies, policies, programmes and plans, if fully implemented, will increasingly provide space to the people while safeguarding the integrity of the polity. It will facilitate the development of the holistic cultures and values needed to emerge as a Rainbow society. Without a doubt, peer review offers the opportunity for developing these holistic cultures and values. One should, however, remain conscious of the fact that this long-term objective cannot be achieved mechanically or overnight. It will take time, patience and persistence if we are not to do more harm than good in our effort to improve the political, social and economic order. This field is surrounded by essential complexity of an organised kind. It is thus difficult to acquire, all at once, full knowledge that will make the mastery of events easy. The APRM therefore aims to use what knowledge it can acquire – not to shape the future mechanically, but rather to foster the culture of good governance in all four thematic areas by providing an appropriate environment.

## 1.8 Country Review Mission

- (i) South Africa submitted its CSAR and draft NPOA to the APR Panel in June 2006. This paved the way for the fielding of the CRM on 9-25 July 2006. It was led by Prof. Adebayo Adedeji, Commander of the Order of the Federal Republic (CFR) of Nigeria and Member of the African Peer Review Mechanism's Panel of Eminent Persons (APR Panel).
- (ii) The review team was composed of independent experts in the four APRM thematic areas; experts from the strategic partner institutions – African Development Bank (AfDB), United Nations Economic Commission for Africa (UNECA) and the United Nations Development Programme (UNDP) Regional Bureau for Africa – as well as selected members of the APR Secretariat, as indicated on the following page.





H.E. President Thabo Mbeki, Prof. Adebayo Adedeji, Lead Panelist for South Africa and Hon. G. Fraser-Moleketi, South Africa's National Focal Point for the APRM, with a copy of the Country Self Assessment Report.



Members of the Country Review Mission, accompanied by Hon. Fraser-Moleketi, pay a courtesy call on President Thabo Mbeki.

## 1. Independent Technical Consultants

### Democracy and Political Governance

- Prof. Amos Sawyer (Former President, Interim Government of Liberia and Co-Director, Workshop on Political Theory, Indiana University, USA)
- Prof. Peter Anyang' Nyong'o (Former Minister of Planning and National Development and National APRM Focal Point in Kenya. Currently a Member of Parliament in Kenya)

### Economic Governance and Management

- Prof. Roland Ubogu (Former Chief Economist, AfDB, and Professor of Economics, University of Lagos, Nigeria)

### Corporate Governance

- Dr Babacar Ndiaye (Former President of the AfDB)
- Prof. Adebayo Ogunlesi, (Head of the Global Investment Division, Credit-Suisse First Boston, New York, USA)

### Socio-Economic Development

- Prof. Mbaya Kankwenda (Former UNDP Resident Representative in Nigeria)
- Dr Francis Chigunta (Lecturer in Development Studies and Environment, Department of Development Studies, University of Zambia)
- Prof. Julia Duany (Professor of Political Science, Indiana University, USA, and Makerere University, Uganda)

## 2. Partner Institutions

- Mr Charles Muthuthi (Principal Governance Expert, AfDB)
- Dr Bartholomew Armah (Senior Regional Advisor, UNECA)
- Dr Kojo Busia (Development Management Officer, UNECA)
- Prof. Emmanuel Nnadozie (Senior Economic Affairs Officer, UNECA)
- Prof. Ahmed Mohiddin (Expert Consultant, UNDP)





### 3. APR Secretariat

- Dr Bernard Kouassi (Executive Director);
  - Ms Evelynne Change (Coordinator: Corporate Governance);
  - Dr Afeikhena Jerome (Coordinator: Economic Governance and Management);
  - Ms Nana Boateng (Research Analyst: Socio-Economic Development);
  - Mr Dalmar Jama (Research Analyst: Corporate Governance);
  - Ms Eunice Kamwendo Chintedza (Research Analyst: Economic Governance and Management);
  - Mr Ferdinand Katendeko (Research Analyst: Democracy and Political Governance); and
  - Ms Rachel Mukamunana (Research Analyst: Democracy and Political Governance).
- (iii) The 22-member team are nationals of 13 member states of the AU: Côte d'Ivoire, Democratic Republic of Congo, Ghana, Kenya, Liberia, Malawi, Nigeria, Rwanda, Senegal, Somalia, Sudan, Uganda and Zambia.

### 1.9 Activities Undertaken During the CRM

- (i) The CRM was facilitated by the national Focal Point, South Africa's NGC and the national APR Secretariat.
- (ii) The CRM formally began on 12 July 2006 with a launch attended by His Excellency President Thabo Mbeki. The CSAR, with the NPOA, was ceremonially handed over by the President to the leader of the CRM.
- (iii) The CRM met with key government departments in the thematic clusters. It also interacted with various institutions with a bearing on governance, such as the Constitutional Court, the Auditor-General, the South African Reserve Bank (SARB) and the JSE Securities Exchange (JSE). In addition, the CRM held discussions with the leadership of stakeholder groups, such as women's groups, FBOs and political parties.
- (iv) The CRM proceeded to visit various provinces in South Africa, starting in Gauteng on 14 July 2006. The CRM then visited Bloemfontein in the Free State (the judicial capital of South Africa) and Cape Town in the Western Cape (the parliamentary capital). It also spent time in KwaZulu-Natal, Mpumalanga, North-West and the Northern Cape; the Eastern Cape and Limpopo had been covered during the CSM. A site visit was made to the Lindela Repatriation Centre.



- (v) The provincial visits allowed the CRM to interact with key stakeholders on the issues that emerged from the CSAR and NPOA. In each province, sessions were held with the provincial government and legislature. In addition, the CRM met with stakeholder groups such as women's groups, the youth, people with disabilities, the elderly, non-governmental organisations (NGOs), academia, the media, small businesses, FBOs, trade unions, private sector companies, community-based organisations (CBOs), professional bodies, social service institutions and traditional leaders to understand their perspectives on governance and development in South Africa.
- (vi) Finally, the CRM returned to Gauteng for wrap-up sessions with civil society groups and the NGC.
- (vii) In all, the visits to all the provinces were very useful in providing the CRM with a clear picture of the state of governance on the ground. It benefited enormously from these visits that brought out the various perceptions of South Africans on how the nation is performing in the four thematic areas. At all interactions with stakeholders at provincial and national level, it was made abundantly clear that the exercise was not limited to the government and the public sector, but was a holistic review of South Africa as a nation. While the government – at national, provincial and local levels – is no doubt a key strategic player, it is not the sole player. All stakeholders have their respective parts to play. Consequently, the CRM was able to encourage stakeholders to come up with viable solutions to the identified problems and to consider what they themselves could do to foster development and the reduction of poverty.



One of the Open Stakeholder Forums held during the CRM.



## 1.10 Structure of the Report

- (i) The report is structured in seven chapters. This introductory chapter is followed by Chapter Two, which provides an overview of South Africa as a backdrop to the report.
- (ii) Chapters Three to Six evaluate developments and remaining challenges in the four APRM focus areas (Democracy and Political Governance; Economic Governance and Management; Corporate Governance; and Socio-Economic Development) respectively. Each of these chapters has two sections: the first analyses the codes and standards of the APRM, while the second assesses the APRM's objectives for that thematic area. Each section begins with a summary of the CSAR, followed by the findings of the CRM and, finally, the APR Panel's recommendations on the identified challenges. Effort has also been made to highlight areas of best practice in boxes.
- (iii) Chapter Seven discusses the cross-cutting issues considered critical due to their wider impact on governance and thus require holistic, immediate and urgent attention. These salient issues are the following:
  - 1. Unemployment;
  - 2. Capacity constraints and poor service delivery;
  - 3. Poverty and inequality;
  - 4. Land reform;
  - 5. Violence against women;
  - 6. Violence against children;
  - 7. HIV and AIDS pandemic;
  - 8. Crime;
  - 9. Corruption;
  - 10. Racism and xenophobia; and
  - 11. Managing diversity.
- (iv) Finally, the NPOA received from South Africa and the comments of the government are annexed to the report, as mandated by the APRM rules.