Abstract: The report seeks to trace the origin, accession, review, implementation, monitoring and evaluation of the Ghana model. It starts by tracing the origins of New Partnership for Africa’s Development (NEPAD) and African Peer Review Mechanism (APRM), Ghana’s accession to be reviewed, the review process, and implementation, monitoring and evaluation of findings. It will also make comparative analyses to identify how and why the Ghana model is often referred to other models implemented.

*Keywords: APRM, Ghana, implementation, review process, decentralization
THE GHANA APRM PROCESS: FROM ORIGIN TO IMPLEMENTATION

By:

Daniel Bright Afful

Research Assistant
REPORT ON GHANA’S APRM

INTRODUCTION/BACKGROUND

Africa is a continent with plenty of natural resources, yet its people are characterized and battered by endemic hunger, genocides, wars, corruption, massive underdevelopment and untold sufferings. Most of the population live in poverty, hopelessness and underdevelopment that have remained even in a 21st century experiencing huge technological advancements and globalization\(^1\). Leaders, both under dictatorships and democracies, have expressed a yearning for accelerated development for the continent.

From the 1980s not only did economic issues and resolutions dominate the summits of African leaders, new development programmes were adopted with desperate rapidity beginning with the Lagos Plan of Action in 1981 that set out a comprehensive short- and long-term development agenda for the continent. Before this could be implemented the World Bank issued its infamous Berg Report, Accelerated Development for Sub-saharan Africa, which laid the basis for the Structural Adjustment Programmes (SAPs). Following the corrosive effects of the SAPs which led to rising levels of poverty and social dislocation including rising levels of emigration of its skilled professionals, a new urgency emerged among Africa leaders for both African self-reliance and new partnerships with donors to overcome crises created by the SAPs. This resulted in the United Nations Declaration of the Critical Economic Situation in Africa (1984), Africa’s Priority Position on Economic Recovery (1985), the United Nations Programme of Action for African Economic Recovery and Development (1986), African Common Position on Africa’s External Debt (1987), African Alternative Framework to Structural Adjustment Programmes (1990), the United Nations New Agenda for the Development of Africa in the 1990s (1991), Treaty Establishing the African Economic Community (1991), and Relaunching Africa’s Economic and Social Development: The Cairo Agenda for Action (1995). Despite all the beautiful tagged roadmaps, all development plans that have been drawn to drag Africa out of its net of poverty have failed to achieve the desired results\(^2\).

The search for indigenous development initiatives continued into the new century. In early 2000 a new initiative, the New Partnership for Africa’s Development (NEPAD), was presented. A number of internal and external factors may be said to have contributed to this development initiative. Amongst the numerous internal factors are: the concept of African Renaissance reintroduced by Thabo Mbeki which led to the ‘Millennium Partnership for African Recovery Programme (MAP)’, the United Nations Economic Commission for Africa’s (UNECA’s) Compact Plan, the ‘Omega Plan’ of Abdoulaye Wade and the unfolding fissures between the ruled and the ruled. Amongst the external elements include: the evolution of the UN Millennium


Development Goals (MDGs) of the General Assembly Resolution 55/2 and the dwindling fortunes of the donor-aid-for-development\(^3\).

At a joint conference of Africa’s ministers of finance and economic planning in Algiers in May 2001, the decision was made to merge these initiatives – MAP, Compact Plan and Omega Plan - into one. This was named the “New African Initiative” and the 37\(^{th}\) Organization of African Unity (OAU) Summit in Lusaka, Zambia in July 2001, an implementation committee of 15 heads of state and government was mandated to manage it\(^4\). At the Heads of State Implementation Committee in Abuja, Nigeria, in October 2001, the programme was adopted as a regional development policy for the continent and witnessed a name change from the New African Initiative to New Partnership for Africa’s Development (NEPAD)\(^5\).

NEPAD is designed to address the current challenges facing the African continent. Issues such as the escalating poverty levels, underdevelopment and the continued marginalization of Africa. The specific objectives of NEPAD include: to eradicate poverty; to place African countries, both individually and collectively, on the path of sustainable growth and development; and to accelerate the empowerment of women.

NEPAD hinges on a number of core principles. These are: good governance as a basic requirement for peace, security and sustainable political and socio-economic development; African ownership and leadership, as well as broad and deep participation by all sectors of society; partnerships between and amongst African peoples; acceleration of the regional and continental integration; building the competitiveness of African countries and the continent; forging a new international partnership that changes the unequal relationship between Africa and the developed world; and ensuring that all partnerships with NEPAD are linked to the Millennium Development Goals and other agreed development goals and target.

**History of African Peer Review Mechanism (APRM)**

At the 37\(^{th}\) Summit of the Organization of African Unity (OAU) held in July 2001 in Lusaka, Zambia, African leaders adopted a Strategic Policy Framework. The framework was a new vision for the revival and development of Africa through its Declaration on the New Partnership for Africa’s Development (NEPAD). The inaugural AU Summit held in July 2002 in Durban, South Africa, endorsed the NEPAD Progress Report and initial Action Plan and encouraged Member States to adopt the NEPAD Declaration on Democracy, Political, Economic and Corporate Governance, and to accede to the APRM, in its Declaration on the implementation of the NEPAD\(^6\).

The mandate of the APRM is to ensure that the policies of participating states conform to the agreed political, economic and corporate governance codes and standards contained in the Declaration on Democracy, Political, Economic and Corporate Governance.


\(^5\) “Historical Overview of NEPAD” www.dfi.gov.za./au.nepad/historical_overview.htm

\(^6\) APR Secretariat: “What is APRM”
Thirty countries had acceded to the APRM as at July 2010, with Mauritius being the thirtieth country. But Mauritania was suspended from the APRM following the coup d’etat in the country. Accession entails “undertaking to submit to periodic peer reviews, as well as to facilitate such reviews, and be guided by agreed parameters for good political governance and economic governance and corporate governance.”

The peer review entails five stages. Firstly, the country undergoing review establishes a national APR Focal Point and National Co-ordinating Commission. After consultation with key stakeholders, it completes a self-assessment questionnaire and prepares a draft national action plan. Concomitantly, the continental APRM Secretariat collates available data for the country into a background document, which is then used to identify the major governance challenges facing that country — the so-called ‘big issues’ paper. Support missions to the review country may also occur during this phase.

The second step consists of the actual country review visit. A review team, headed by one of the members of the APR Panel, and comprising at least one expert in each of the four focal areas of the peer review, conducts a series of interviews and investigations within the review country. The review team will interview key stakeholders from various sectors and interest groups including government, business, media, academia and NGOs during this process.

Next, the review team compiles a draft country report containing their analysis and recommendations for improving governance. This draft report is shared with the government of the review country. The government cannot change the actual report, but its responses may be attached as an appendix to the report. In the fourth stage, the draft report is reviewed by the APR Panel, which makes recommendations to the APR Forum. At this stage, actual peer pressure is brought to bear on the head of the review country. The Forum will discuss among fellow heads of state the action plan recommended for the inter-review period and will provide support to each other’s governments, where feasible, to assist in implementing the country national action plan. This support may include sharing technical expertise and other resources.

Finally, the country report is made public and tabled in AU structures such as the Pan African Parliament.

Purpose and Methodology

This is an Internet research on the implementation process in Ghana for which articles; official documents and other relevant information published on Ghana’s African Peer Review Mechanism (APRM) model were searched, summarized and critically analyzed. It is however important to note that not all the vital information quoted or used in this report can be accessed on the Internet since they can only be obtained in hard copies. The research is meant to assess and analyze the Ghana model from the review to the implementation of the National Programme of Action (NPoA)

---


and make a comparative analyses with other models implemented by other participating countries.

**Brief Plan of Writing**

The report seeks to trace the origin, accession, review, implementation, monitoring and evaluation of the Ghana model. It starts by tracing the origins of New Partnership for Africa's Development (NEPAD) and African Peer Review Mechanism (APRM), Ghana's accession to be reviewed, the review process, and implementation, monitoring and evaluation of findings. It will also make comparative analyses to identify how and why the Ghana model is often referred to other models implemented.
GHANA’S MODEL

- History
- Signing of Memorandum of Understanding (MOU)
- Formation of Governing Council

Ghana, is not only the first country south of the Sahara to achieve independence, but it is also one of the most democratic countries on the continent of Africa. Ghana is one of the few politically stable countries in Africa and is a model of development for other African countries.

Ghana was the first country to accede to the APRM at the 35th Conference of African Ministers of Finance at Johannesburg, South Africa.

At the 5th Heads of State and Government Implementation Committee (HSGIC) of the New Partnership for Africa’s Development (NEPAD) held in Abuja, Nigeria on 3rd November 2002, the immediate past President, Mr. John Agyekum Kufuor, signed the Declaration of Intent to accede to the APRM. At the end of that meeting twelve countries – Algeria, Republic of Congo, Egypt, Ethiopia, Gabon, Ghana, Mali, Mauritius, Mozambique, Nigeria, Rwanda and South Africa - signed the Declaration.

Ghana subsequently signed the Memorandum of Understanding on Technical Assessments and the Country Review Visit on 9 March 2003 at the Sixth Summit of the Heads of State and Government Implementation Committee (HSGIC) of the NEPAD held in Abuja, Nigeria. The President subsequently created the Ministry of Regional Cooperation and NEPAD in March 2003 to oversee the implementation of NEPAD in Ghana.

The National APRM Governing Council

The President following consultations with stakeholders, appointed and inaugurated a seven-member National APRM Governing Council (NAPRM-GC) on the 18 March 2004 to oversee the implementation of the APRM in Ghana. The Governing Council also replaced the Ministry of Regional Integration and NEPAD as the Focal Point for Ghana’s APRM. The establishment of the Governing Council by the President was an innovation in the APRM process and the Government was commended by Dr. Chris Stals, a member of the Panel of Eminent Persons based in South Africa adding that this “the initiative will improve further the work of the Panel of Eminent Persons”. He said, "although the NAPRM-GC is not part of the structures for the review mechanism, it is working well to guarantee the success of process and broad participation of the civil society in Ghana”.

The NAPRM-GC was established as an independent and autonomous national structure to facilitate the implementation of the APRM. To further the autonomy, integrity, professionalism of the Council, its structures and mandate have been tailored to make it technically competent, credible, free from political interference and

---

9 Communique Issued at the End of the Fifth Summit of the Heads of State and Government Implementation Committee (HSGIC), Abuja, 3 November 2002
11 Dr. Kojo Assan. Ibid.
13 Modern Ghana News (27/05/2004): Gov’t is very serious with responsibilities under APRM – President
an all-inclusive national exercise. To underscore the autonomy of the Council all appointees were non-state actors and this by definition were civil society actors. The criteria considered in the appointment of the Council included among others - non-state actors, professional competence, command of public rectitude and capacity to stand up for scrutiny in respect of APRM findings. To affirm the independence of their work, members of the Governing Council were not made to swear an Oath of Allegiance to the President. The Governing Council has been set up as an independent national

The Council is charged with the performance of the following functions:

- To exercise oversight responsibility of the National APRM programme, with the view to ensuring the independence, professionalism, and credibility of the process;
- To coordinate with the APRM Secretariat in South Africa on Ghana's APRM progress and its implementation;
- To recommend and engage appropriate Ghanaian institutions, think tanks, civil society organizations and individuals to conduct technical assessments in the four thematic areas;
- To make the APRM a national exercise by engaging the Executive, Parliament, Judiciary, civil society, political parties, the private sector and other organizations in an all-inclusive process in preparing the APRM national report;
- To monitor and evaluate the progress of implementation of the National Programme of Action

The Governing Council is supported by a Secretariat headed by an Executive Secretary. The functions of the Secretariat are as follows:

- Ensure the timely implementation of decisions taken by the Governing Council;
- Design, coordinate and implement programmes and activities of the Governing Council;
- Liaise with Stakeholders, Focal Persons, Development Partners, and partner institutions of the Governing Council in the implementation of the APR processes in Ghana;
- Serve as the administrative nerve centre that is responsible for documentations and public relations activities of the Governing Council.

THE GHANA REVIEW

Support Mission

The Governing Council started work before the visit of the Support Mission. When the Support Mission, headed by Dr. Chris Stals, paid a visit to Ghana from 24 – 29 they concluded that Ghana was more advanced than most countries in creating the requisite structural prior conditions including the appointment of an independent

14 Dr. Kojo Assan. ibid
15 Ghana APRM Secretariat: APRM Brief. 2009
National APRM Governing Council and embarking on a sensitization campaign throughout the country to educate and involve all national stakeholders in the self-assessment process. A Memorandum of Understanding on the Technical Assessment Missions and Country Review Visit of the APRM was signed between the Government of Ghana and the APRM Panel during a formal opening ceremony at a National Stakeholders Workshop on 27 May 2004. The 8-member Support Mission included the lead consultant for the APRM, Dr. Kerfalla Yansane, as well as representatives from the APR Secretariat and the strategic partners: the African Development Bank (AfDB), the United Nations Commission for Africa (UNECA) and the United Nations Development Programme (UNDP).

As per the guidelines of the APRM base documents the process of country review starts with a Country Self Assessment Process. To facilitate this, a stakeholder’s forum was held on Thursday, May 27, 2004 at the Accra International Conference Centre. It was at this meeting that the MOU was signed.

**Stakeholder Consultations**

Stakeholder consultations and engagements were organized between May 2004 and February 2005. This was to empower stakeholders in understanding and taking ownership of the APRM so as to ensure its successful implementation. Stakeholders consulted included Parliament, staff of Ministries, Departments and Agencies (MDAs) including the Electoral Commission, Serious Fraud Office, Commission for Human Right and Administrative Justice (CHRAJ), the Council of State Office of the President, Traditional Rulers, the private sector, trade unions, non-governmental organizations, Persons-with-Disabilities, youth groups, political parties.

The sensitization and education exercises were very necessary to dispel any erroneous impression that the populace may harbor, especially that the review affected only the executive arm of government.

**Technical Review Institutions**

Four independent National Technical Review Teams were commissioned by the Governing Council to undertake assessments in the four thematic areas of the APRM. The lead institutions were:

- Centre for Democratic Development (CDD – Ghana) – Democracy and Good Political Governance
- Centre for Policy Analysis (CEPA) – Economic Governance and Management
- Private Enterprise Foundation (PEF) – Corporate Governance
- Institute of Statistical, Social and Economic Research (ISSER) – Socio-Economic Development.

---

17 APR Secretariat. Ibid., pg.3
18 Adotey Bing-Pappoe. Ibid. pg. 29
19 Dr. Kojo Assan. Ibid
20 Ghana National APRM Secretariat: Ghana’s Journey through the APRM. 2005
These institutions were selected by the Governing Council on the basis of their track records, autonomy, integrity and professionalism. They assisted the Governing Council to educate and sensitize their constituents, as well as reviewed, administered, collated and analysed the country self-assessment questionnaire.

**Country Self Assessment**

The Technical review Teams employed scientific methods to undertake the self assessment including desk research, household surveys, expert interviews and focus group discussions. The APRM questionnaire was also reviewed to bring on board country specific issues such as ICT and the informal sector.

The Technical Review Teams completed their assessments and submitted drafts to the Governing Council in November 2004\(^\text{21}\). Between 10 – 13 February 2005 the Governing Council organized a national validation workshop at the Ghana Institute of Management and Public Administration (GIMPA) to deliberate on the draft country self assessment report and the draft National Programme of Action. In March 2005 the final Consolidated Self Assessment Report (CSAR) was submitted to the APR Secretariat together with the draft Programme of Action\(^\text{22}\).

**Country Review Mission**

The Country Review Mission (CRM), which was headed by APR Panel member Dr Chris Stals, comprised of 16 members and took place between 4 - 16 April 2005. The composition of the team included nationalities from 12 countries and members of the APR Secretariat, NEPAD secretariat, experts from strategic partner institutions and independent consultants on the four thematic governance areas of the APRM.

The CRM undertook the following activities during its two week visit to Ghana: firstly, an introductory meeting was held between the NAPRM-GC and the National APRM Secretariat to agree on the modalities of the country review visit. Secondly, working sessions were held with the NAPRM-GC and Technical Review Teams to discuss the Issues Paper prepared by the APRM Secretariat, and the draft Programme of Action. Thirdly, visits were organized to five regional capitals to meet with regional stakeholders and to assess the level of broad-based participation in the APRM. Stakeholder Forums were organized during these visits. The fora afforded the members of the Mission the opportunity to question stakeholders on a range of issues as part of its process of validating the Country Self Assessment Report (CSAR) on Ghana. –Dr Bernard Kouassi, deputy leader of the mission, who is also the Executive Secretary of the African Peer Review Mechanism (APRM) Secretariat in South Africa said the aim of their interaction was to find out consistencies or otherwise of matters under investigation by the mission. He said in addition, the team was also seeking clarifications on the expectations of Ghanaians. Dr Kouassi also explained that the mission was also seeking to find out what was best in the report and which areas need to be improved. Some of the questions put to the audience by members of the mission

\(^\text{21}\) Dr. Kojo Assan. ibid
\(^\text{22}\) Adotey Bing-Pappoe. Ibid. pg. 29
boarded on democracy and good governance, separation of powers, the rule of law and political pluralism.”

Fourthly, a workshop for members of Parliament to share their views and inputs on governance issues and the APRM process in Ghana, this was followed by a visit to the President John Agyekum Kufuor, where a copy of the draft report and National Programme of Action was presented to him. Finally, a wrap-up meeting was organized between the CRM and NAPRM-GC.

As a result of these consultations and based on the Country Self-Assessment Report and draft Program of Action, the Review Mission stated that it was satisfied with the autonomy and independence given to the NAPRM-GC in fulfilling its mandate, and the overall quality of the Ghana self-assessment review. The Review Mission also found that the technical institutions which coordinated the self-assessment were credible, had conducted a credible and appropriate methodology and presented an honest reflection of the governance challenges that faced Ghana and its people. The final CSAR was commended for its professionalism and credibility.

Summary of Responses from Government on Recommendations in the CSAR

On 10 June 2005 the government submitted its responses to a number of issues raised in the draft report to the APR Secretariat.

Democracy and Good Political Governance

- Separation of powers (Ministry of Parliamentary Affairs, Minister/Member of Parliament Combination). It was noted by the government that, some ministers who were also members of parliament was a constitutional provision. The government then however sought to review the meeting times of parliament with the legislature to ensure regular attendance to parliament by ministers.
- Limit on Ministers’ appointment by the President. The government noted that the Constitution limits the size of Cabinet and not the size of Ministers.
- Limit on the number of Supreme Court Justices appointed by the President. The government again noted that by Convention, the Judicial Council always worked within an upper limit of not more than 13 Judges and The Chief Justice.
- Freedom of Information Bill to be passed.
- Assignment of National Service graduates as Research Assistants to Parliamentarians and District Chief Executives (DCEs).
- Target forty percent of women in public life and to establish Gender Budget monitoring Unit in Ministry of Women and Children to ensure gender equity commitment.
- Establishment of Disability Council.

24 Ghana Country Review Mission. ibid
25 Adotey Bing-Pappoe. Ibid. pg. 29
• Parliamentary approval for creation of new ministries. It was also noted that the creation of new ministries depended upon the vision, policies and programmes of a particular government.
• Expunging the transitional provisions from the 1992 Constitution. The government noted that the transitional provisions could only be removed from the Constitution by a national referendum.
• Election of district assemblymen and women and election of district and municipal chief executives. This, the government noted could only be effected through a Constitutional amendment.
• Harmonizing traditional laws and laws provided under the 1992 Constitution. The government requested the Attorney-General and Minister of Justice to examine the issue of harmonizing Traditional Laws and other laws provided under the 1992 Constitution.
• Continuous registration of voters throughout the year. The government assured a national identification system.
• Adoption of an affirmative action for women and youth in governance system. The government also noted that there is existence, affirmative action programmes for women and the youth.
• Giving the Commission for Human Rights and Administrative Justice(CHRAJ) power to prosecute. The government noted that the Constitution gives the Attorney-General the power to prosecute.

Economic Governance and Management

• The government noted with regards to this issue, there were no substantive issues for comment by the government except the amendment of Article 108 to give Parliament oversight responsibility to the budget process.

Corporate Governance

• Comment on the size of the Small and Medium Enterprise (SME) Sector. It was noted that the 2003 National Industrial Census (NIC) carried out in collaboration by the Ghana Statistical Services (GSS) in collaboration with the Ministry of Trade and Industry, with assistance from the United Nations Industrial Development Organization (UNIDO) has some preliminary results that give an indication of the number of Small and Medium Scale Enterprises (SMEs) engaged in manufacturing, mining and quarrying. The government also indicated that decentralized offices for the Registrar-Generals Department have already been set up.²⁶

Ghana Review

At the African Union Summit held in January 2006 in the Sudanese capital, Khartoum, Ghana completed the final formal stage of the APRM assessment process: moving from an accession to the mechanism in March 2003 to the crucial phase of the actual peer review. During the summit of the Heads of State and Governments Implementation Committee (HSGIC), known as the APRM Forum, the Ghanaian

²⁶ Comments of Government of Ghana on Country Report
President, John Kufuor, formally presented the APR report to his African peer Heads of State. The session was marked by an extensive discussion of the report and offered an opportunity to Ghana's President to defend the report's recommendations and to outline national modalities for implementation.
IMPLEMENTATION OF NATIONAL PROGRAMME OF ACTION

Although the APRM Forum signifies the highlight of the APRM process, it is only the beginning of the implementation phase of the recommendations and suggestions embodied in the Programme of Action (PoA) section of the report.

Leadership and Management

The Governing Council was retained and tasked to oversee the monitoring and reporting of the implementation of the National Programme of Action.

Implementation arrangements

Ghana’s APRM National Programme of Action (NPOA) was mapped onto the country’s Growth and Poverty Reduction Strategy (GPRS II) to exploit synergies and ensure more targeted use of scarce resources. This action ensured that the NPOA is thus implemented through the policy framework and strategic plans of line Ministries, Departments and Agencies (MDAs). The NPOA is thus financed through the Medium Term Expenditure Framework (MTEF) and so it is not treated as an add-on to the national development agenda.

Following the completion of the GPRS II in 2010, the unaddressed issues in the National Programme of Action were mapped onto the new development programme – Shared Growth and Development Agenda.

Monitoring and Reporting Strategy

Ghana’s APRM Monitoring and Reporting Framework is anchored on the APRM Guidelines on Monitoring and Evaluation. The framework is aimed at tracking:

- Activities implemented under the NPOA
- Resources invested in the implementation
- Outcomes achieved in the implementation.

The framework also provides an apolitical platform for national discourse. A number of stakeholders are involved in the Monitoring and Reporting Strategy.

1. Ministries, Departments and Agencies report on progress of implementation of activities which fall under their purview in the NPOA;

2. Technical/Research Institutions and individual experts are contracted to provide independent assessment on progress of implementation.

---

27 National APRM Secretariat. APRM Brief
28 Annual Progress report (2007). Pg. 2
29 Fifth Ghana APRM Annual Progress Report (2010). Pg. 4
3. Citizens (as beneficiaries) provide information about the relevance and quality of output and services through the use of Citizen Report Cards

4. Ministry of Finance and Economic Planning (Budget Division) tracks resources allocated through the national budget under the Multi Donor Budget Support. The Governing Council is, however, unable to track funds provided directly by development partners to CSOs.

It is also important to note that the monitoring and evaluation of the African Peer Review Mechanism (APRM) is also linked to that of the Growth and Poverty Reduction Strategy (GPRS) II through integration and merging of their indicators. The major challenge has been the linking of the other existing Monitoring and Evaluation (M&E) systems to the APRM.30

Decentralization of the APR Process in Ghana

The success of the APRM is premised on an open participation by all stakeholders in the process. The Governing Council understands that the masses of the people can fully participate when they understand what the process is about and what their rights and obligations are. To this end the Council mooted the idea of District APRM Oversight Committees (DOCs).

The Governing Council has established District APRM Oversight Committees (DOCs) in all the 170 of Ghana. The DOCs with the assistance of the NCCE educate and sensitize the local populace on the APRM. They also assist the Governing Council to monitor and report the implementation of the NPOA at the local level. They undertake the monitoring activities through the administration of Citizen Report Cards and conducting Focus Group Discussions. The DOC reports represent civil society perspective on governance and service delivery at the local level.

Membership of the District Oversight Committees is drawn from identifiable stakeholder groupings at the district level in line with the African Peer Review Mechanism (APRM) guidelines. These identifiable groupings include – women groups, gender activists group, and persons with disability, faith-based organizations, community-based organizations, public and private sector groups and traditional authorities. The National Commission on Civic Education (NCCE) Director sends invitation letters to all identifiable groups within the district asking them to select a member to serve on the Committee whereby these groups select one member to serve as Focal Person to represent the group. In instances where the identifiable groups exceed nine, which is the maximum number for the Oversight Committee, a meeting is held for all the nominated Focal Persons as an electoral college to select nine members to the committee but persons not selected still serve as Focal Persons for their respective groups.31 A member can resign by tendering a resignation to the Chair; also, membership can also be terminated or abrogated by the Governing Council for non-performance or when a member decides to accept an office of a political party.32

---

31 District Oversight Committee Selection Manual
32 Concept of District Oversight Committees and their inauguration by the National African Peer Review Mechanism Governing Council: APRM Watch (No.1/09): pp 4
Progress on the Implementation So Far

Ghana has recorded a number of successes in the implementation of the APRM. Firstly, the APRM is contributing to opening up space for civil society engagement in national dialogue. Secondly, a number of key legislations have been passed. These include among others the Domestic Violence act, the Disability Act, the Whistleblower Protection Act, Amendments to the Criminal Code and the Human Trafficking Act. The APRM has also led to the initiation of key social intervention programmes such as the Maternal Health Care, Livelihood Enhancement and Empowerment Programme (LEAP), the Northern Development Fund/Savanna Accelerated Development Authority. Other outcomes are the establishment of a Ministry of Chieftaincy and Culture to deal with chieftaincy issues, and the abolition of the Ministry of Parliamentary Affairs which tended to blur the lines between the Executive and Legislature. It has also resulted in a reduction in aid dependency from a high of 47 percent of GDP to below 20 percent of GDP.33

The National Democratic Congress (NDC) since assuming office in January 2009 has given credence to the non-partisan nature of the APRM, thereby demonstrating the democratic maturity of Ghana. The highlight of this came into fruition with the ongoing review the Country’s 1992 Constitution34. The Attorney General and Minister of Justice Mrs. Betty Mould Iddrissu in acknowledgement of the pioneering role of the APRM in this process explained that →with a call of the African Peer Review Mechanism (APRM) for a Constitutional review underway, the African Peer Review Mechanism (APRM) has once again demonstrated that it serves the national interest by bringing to the fore the collective concerns and voices of the people for good governance”. 35

FINANCING AND DEVELOPMENT PARTNERS

After a successful review, the implementation of Ghana’s National Programme of Action (NPoA) needed to be financed. The estimated cost for the implementation process by the former Minister for Regional Cooperation and NEPAD, Dr. Kofi Konadu Apraku was to be about $5 billion United States Dollars.36 Dr. Adotey Bing-Pappoe also estimated the cost of implementation to be about $5.5 million United States dollars over a period of five years.37

The 2008 Annual Progress Report states that, —the NPoA is financed through the annual budget and and Medium Term Expenditure Framework (MTEF). This ensures that the NPoA is not treated as an add-on or separate document that is delinked from the national development agenda. Actual releases to support APRM activities for the period 2006 to 2008 are: USD 433 million (2006), USD751 million (2007) and USD 812 million (2008).38

33 Ghana Progress Reports. Various
34 NAPRM’s Call for constitutional review underway: APRM Watch (No. 1/10): pp 2
35 NAPRM’s Call for constitutional review underway: APRM Watch (No. 1/10): pp 3
36 Modern Ghana News: Ghana needs $US5bn to implement areas under APRM (11/04/2006)
37 Dr. Adotey Bing-Pappoe. Ibid. pp11
A number of development partners including the United Nations Development Programme (UNDP), German Development Cooperation (GTZ Ghana), the Hanns Seidel Stiftung, Konrad Adenauer Foundation, Department of International Development (DFID), Danish Development Agency (DANIDA), African Development Bank have supported the activities of the Governing Council.
REFERENCE

2. capacity building workshop in Cape Coast for District Oversight Committees in the Southern Sector: APRM Watch (No.1/10): pp 11
5. Concept of District Oversight Committees and their inauguration by the National African Peer Review Mechanism Governing Council: APRM Watch (No.1/09): pp 4
6. District Oversight Committee Selection Manual
8. Dr. Francis Appiah: Power Point Presentation
9. Dr. Francis Appiah – the impact of the African Peer Review Mechanism on Good Governance in Africa: The Case of Ghana: APRM Watch (No. 1/10): pp 16-17
15. Modern Ghana News (27/05/2004): Gov’t is very serious with responsibilities under APRM – President
17. Modern Ghana News (05/10/2004): Canada makes commitment to APRM
20. NAPRM’s Call for constitutional review underway: APRM Watch (No. 1/10): pp 2-3
22. Prof. S.K.B Asante – Challenges of APRM Implementation: APRM Watch (No.2/08): pp 3-4
24. The president’s state of the nation address and the implementation of the APRM: APRM Watch (No. 2/09): pp 15
2.1. Reports


(This document is on the implementation of the African Growth and Opportunities Act, an economic initiative and highlights or explains briefly on similar but effective and efficient economic policies also initiated by African Heads of States including the APRM)


Adotey Bing-Pappoe (2007), Le Ghana et le MAEP : une évaluation critique, AfriMAP, Johannesburg


Adotey Bing-Pappoe (2007), Ghana and the APRM: A Critical Assessment, AfriMAP, Johannesburg

(This is a research document presented to AfriMAP. It critically assesses the Ghana model from 2004 to 2007. The document assesses and critically analyzes the review and implementation process, identifies problems encountered so far and also criticises when necessary. The researcher used interviews and material studies as the base research tools.)


AfriMAP, Open Society Initiative for West Africa et Institute pour la gouvernance démocratique (2007), Ghana: Démocratie et Participation au processus politique, Open Society Initiative for West Africa, Dakar


This document highlights on the strong associational culture and the vibrant civil society that exists in Ghana.


(This document is the outcome of the consolidated Ghana country review report which was drafted by the APR Panel of eminent persons)


(This is a document which traces the current developments on the APRM process in Africa.)


Charles Manga Fombad and Zein Kebonang (32/2006): AU, NEPAD and the APRMdemocratisation efforts explored.

(This document is a summary overview of the significant recent series of continental policy changes that have the potential to further promote, achieve, and consolidate collective (i.e., multilateral) African responsibilities and objectives. It raises a number of critical issues regarding the processes to achieve these changes. It continues to explain the APRM development and gives an insight of why Ghana and Rwanda took the lead to implement it.)

http://nai.diva-portal.org/smash/get/diva2:240536/FULLTEXT02


(This document assess the Ghana APRM model. From review to implementation and outlines some problems which are likely to emerge as a result of the selection of members for the District Oversight Committees.)


This paper assesses the strengths and weaknesses of stakeholder participation in the Ghana process and makes recommendations for improvement and to deepen democratic governance practice. Thus this paper is intended to be a tool for facilitating effective stakeholder participation in the ARPM processes, and indeed to improve stakeholder participation in other decision-making processes.


Examen du mécanisme africain d'évaluation par les pairs: une enquête sur 7 pays: Adotey Bing-Pappoe, Afrique du sud, Burkina Faso, Éthiopie, Ghana, Kenya, Benin partenariat africque Canadamars 2010

(http://www.pacweb.org/Documents/APRM/APRM_Seven_countries_March2010-f.pdf)


(This document explains that President, John Kufuor, formally presents the APR report to his African peer Heads of State at the African Union Summit held in January 2006 in the Sudanese capital, Khartoum. Ghana then completed the final formal stage of the APRM assessment process: moving from an accession to the mechanism in March 2003 to the crucial phase of the actual peer review.)

http://www.uneca.org/aprm/Story101806.asp


Grant Masterson (2005), an analysis of the implementation of the African Peer Review Mechanism in Ghana, Kenya and Mauritius, EISA occasional paper number 29, February 2005

(This paper examines the implementation of African Peer Review Mechanism (APRM) in Ghana, Kenya and Mauritius.)


Grant Masterson (2007): Defining civil society in the context of the African Peer Review Mechanism

(This document explains the civil society concept as a key element in national and continental issues including the key roles it plays in the APRM process.)

How Can the APRM Process Contribute Towards Improving the Investment Environment?
(This document sees the APRM as a credible litmus test of Africa’s commitment to good governance, transparency and accountability in governance. It is the strongest evidence yet, that African governments are ready for a new way of doing business.)

Kojo Busia (2006), *Ghana’s APRM: Processes and preliminary Outcomes*
(This document explains Ghana’s success in the review and implementation processes and then attributes this successes to the autonomy that have been given to the National governing council)

Le mécanisme africain D’évaluation par les pairsUne compilation d’études Sur le processus dans neuf pays africains une publication des fondations open society.

(This document quotes the concerns raised in the APRM report on gender equality.)

Ministry of Regional Cooperation & NEPAD Konrad Adenauer Foundation, *Report on workshop for Media in the Northern Zone on APRM Implementation and Update on Ghana’s APRM Programme of Action*, Kumasi, August 2005
(This is a document on a sensitization workshop organised for the media)

(This is the first Monitoring and Evaluation Report on the implementation of Ghana’s APRM Programme of Action for the period January – June 2006.)

(This report presents findings of the Participatory Monitoring and Evaluation (PM&E) assessment undertaken during the preparation of the Annual Progress Report on the implementation of Ghana’s National Programme of Action in 2006 as a fulfillment of the APRM requirement that obliges countries that have successfully undergone the review process to submit annual progress report to the APR Secretariat in South Africa which is then defended at the APR Forum.)


(This report explains the progress of the APRM in Ghana and how far the government is working to implement the National Programme of Action.)


NAPRM-GC (November 2005), *Ghana Country Consolidated Report*, NAPRM-GC with technical assistance from Center for democratic Development; Center for Policy Analysis; Private Enterprises Foundation; and Institute for Statistical, social and Economic Research

(This is the original review report drawn at the end of the Country’s Self-Assessment process in 2005. It has the original findings of all four thematic issues reviewed.)


(This report presents the findings and conclusions on a Monitoring and Evaluation survey of the status of implementation of Ghana’s National Program of Action. The overall purpose of the survey is to assess the extent to which various stakeholders have implemented the recommendations raised in the National Program of Action.)


NAPRM-GC (2007), *Summary of outcomes of previous conferences on the exchange of information and experiences regarding the “APRM journey so far”*, in APRM
Conference — Africa’s Bold March to Capture the 21st Century – The Role of the APRM”, 8-10 May 2007, Accra

(The paper is an attempt to capture discussions and outcomes which have taken place around the implementation of the APRM. Issues were not specifically prioritised or directly attributed or refer to a specific country’s experiences but objectively present the discussions and emerging issues captured in previous fora.)


(This report presents findings of the participatory, Monitoring and Evaluation (PM&E) undertaken during the preparation of the Second Annual Progress Report on the implementation of Ghana’s National Programme of Action. The report is in fulfillment of the African Peer Review Mechanism (APRM) reporting requirements that oblige countries that have successfully undergone the review process to submit bi-annual progress reports to the African Peer Review (APR) Secretariat in South Africa.)


NAPRM-GC (June 2007), Third bi-Annual Progress Report for the Period January – June 2008, NAPRM-GC, Accra

(This document highlights the progress made in the implementation of the National Programme of Action under the four thematic areas of the APRM.)


NAPRM-GC (June 2009), Fourth Bi-Annual Progress report, National African Peer Review Mechanism – Governing Council, Accra, Ghana

(The report highlights activities undertaken by the Governing Council during the period January – June 2009, as well progress in the implementation of the NPOA.)


NAPRM-GC (December 2009), Fourth Annual Progress report, National African Peer Review Mechanism – Governing Council, Accra, Ghana

(This Report presents the findings of the Participatory Monitoring and Evaluation (PM&E) undertaken during the preparation of the Fourth Annual Progress Report on the implementation of Ghana’s National Programme of Action.)


NEPAD (2006), Findings of APRM Assessments in Ghana, NEPAD Briefing No.17

(This is a series of informative reports on NEPAD prepared by NEPRU and funded by HSF. It briefs on the findings made after the Ghana review process.)

New Partnership for Africa’s Development (NEPAD) Declaration on Democracy, Political, Economic and Corporate Governance No.1
http://www.aprm-international.org/documents/2.pdf

New Partnership for Africa’s Development (NEPAD) Declaration on Democracy and political governance initiative No.2
http://www.aprm-international.org/documents/3.pdf

OSISA (2010): The African Peer Review Mechanism, A compilation of studies of the process in nine African countries

(This publication is a compilation of reviews of the implementation of the African Peer Review Mechanism (APRM) commissioned by AfriMAP in the countries that have undertaken the exercise.)

Speech of Dr. Kojo Assan (Director of NEPAD) for the Implementation of African Peer Review Mechanism (APRM) in Ghana, Addis Ababa 11-15 October 2004

(This speech expresses the delight in which the president of Ghana acceded to the review process and informs delegates of the establishment of a seven-member governing council to oversee the process.)


(This document is a collection of articles on the APRM)

United Nations Economic Commission for Africa Staff (2005), Implementation of the African Peer Review Mechanism in Ghana (ESPD/NRP/01/05)

(This document makes an in-depth examination of the Ghana APRM process. From structure of operation to numerous lessons the Ghana APRM model teaches about the process.)
http://www.siteresources.worldbank.org/CDFINTRANET/.../Ghana04-10-06.doc

UPR review of Ghana (2008): NGO Submission byonWomen’s Political
Rights Submitted by Women in Law and Development in Africa (WiLDAF Ghana).

(This document states the importance of state mechanisms such as the APRM for the promotion and protection of human rights.)


http://www.africapartnershipforum.org/dataoecd/54/54/41761272.pdf
http://www.u4.no/helpdesk/helpdesk/query.cfm?id=204
http://www.diegdi.de/CMSHomepage/openwebcms3.nsf/(ynDK_contentByKey)/ANES-82JKD8/$FILE/BP%202010.pdf

**Presentations**

www.uneeca.org/tfed/events/arpmBrussels/.../ZL-Presentation-on-APRM.ppt

**2.2. Communiqué**

APRM country support missions to Ghana, Rwanda and Mauritius 2004

Communiqué issued at the end of the 4th summit of the committee of participating heads of state and government in the African Peer Review Mechanism, 22 January 2006, Khartoum, Sudan

Http://www.aprm-international.org/documents/pressrelease05042006.pdf
Brief report issued at the end of the African Peer Review Mechanism country review mission to Ghana, 04-16 April 2005, Accra, Ghana

(This statement talks about the various activities which took place before and during the Ghana review process. It highlights on the establishment of the National Governing Council to oversee the process.)

http://aprm.krazyboyz.co.za/index3.php?filename=communiquecrm15042005_fc18576a65b97ae0545d7a54e9d1b700.pdf

Communiqué of the 15th meeting of the African Peer Review Mechanism Panel of Eminent persons 19-20 January 2006, Khartoum, Sudan

(This is a press release concerning the review of Ghana and Rwanda at the 4th summit APR Forum in Sudan.)

http://www.aprm-international.org/documents/pressrelease05042006_2.pdf

The African Peer Review Mechanism (APRM) Support mission to Mauritius, 28th-30th June 2004

(This press release highlights on the visit of the mission support team to Ghana.)

http://www.aprm-international.org/documents/151.pdf

(A paper released after the APRM Support Mission visited Mauritius.)

http://www.aprm-international.org/documents/152.pdf

Communiqué de Missions de soutien du MAEP au niveau des pays, au Ghana, au Rwanda et à l’Ile Maurice

Communiqué, Le Mécanisme africain d’évaluation par les pairs (MAEP), mission de soutien au Ghana, du 24 au 29 mai 2004

Communiqué, Missions de soutien du MAEP au niveau des pays, au Ghana, au Rwanda et à l’Ile Maurice

Communiqué, the African peer review mechanism (APRM) support mission to Ghana, 24th – 29th May 2004

http://www.aprm.krazyboyz.co.za/index3.php?...APRM%20Support%20Mission%20to%20Ghana-May2004...

The African Peer Review Mechanism (APRM) Support Mission to Nigeria 21st to 24th march 2005

http://www.aprm-international.org/documents/nigeriancsmcommunique.pdf
Press release on recent developments in the APRM in Kenya and The continental process
http://www.aprm-international.org/documents/articleformedia_010805.pdf

Joint communiqué on the country support mission of the African Peer Review Mechanism (APRM) in Benin 14 – 17 November 2005

Press release on the 4th summit of the APR forum to be held on 22 January 2006, Khartoum, Sudan
http://www.aprm-international.org/documents/pressrelease21012006.pdf

Newsletter, APRM Watch, Issue No. 1/08, NAPRM-GC
Newsletter, APRM Watch, Issue No. 2/08, NAPRM-GC
Newsletter, APRM Watch, Issue No. 1/09, NAPRM-GC
Newsletter, APRM Watch, Issue No. 2/09, NAPRM-GC
Newsletter, APRM Watch, Issue No. 1/10, NAPRM-GC

Address by Dr. Francis Appiah, Executive Secretary Ghana’s national (APRM) governing council on the topic “Good Governance in Africa”, on the occasion of the Bonn conference on international development policy, Bonn, Germany, Tuesday, November 6, 2007

(This document traces the evolution and development of NEPAD and the Ghana APRM model)

The African Peer Review Mechanism (APRM) support mission to Tanzania, 6-8 June 2006
(Prof Adedeji names Ghana as the country that has pioneered the process by reaching the final stage of the review.)
http://www.aprm-international.org/documents/countrysupport_missiontanzania.pdf

2.5. News papers articles on the APRM process in Ghana

2003

(Dr Joe Abbey, Director of Centre for Economic Policy Analysis (CEPA) calls for a mandatory critical assessment of governance practices of all African countries rather than the current voluntary assessment proposed under the African Peer Review
Mechanism (APRM) at a two-day workshop held at Akosombo. The Ghanaian Minister for Regional Co-operation and NEPAD, announces the approval of the establishment of National Peer Review Governing Council by Cabinet and highlighted on the mission of the Council.)

(Source: GNA)


2004

–Seven – Member Panel appointed to supervise APRM implementation”, Modern Ghana News, Tuesday, Feb. 03, 2004

(Ghana’s Minister of Regional Cooperation and NEPAD, announces the appointment of a seven-member panel to supervise the implementation of the African Peer Review Mechanism (APRM) process in a statement issued by the Ministry of Regional Cooperation and NEPAD and signed by Ahmed Osumanu Halid, the Media Relation Officer.)

Source: GNA


News, –Can peer review work in Africa? 2004/02/16 in the web site of BBC News
(Published: Thursday, May 27, 2004)

–Government will not manipulate APRM to its advantage – Apraku, Modern Ghana News, Tuesday, April 27, 2004

(Ghana’s Minister for Regional Co-operation and NEPAD, debunks the notion in certain quarters that the ruling government shall use the outcome of the African Peer Review Mechanism (APRM) to be carried out to promote itself during the electioneering campaigns and educates that the outcome of the review exercise would be made known by the African Union (AU) after a thorough study and recommendations and not the government.) (Story from Modern Ghana News: http://www.modernghana.com/news/54130/1/government-will-not-manipulate-aprm-to-its-advanta.html)

–Govt is very serious with responsibilities under APRM – President”, Modern Ghana News, Thursday, May 27, 2004

(President John Agyekum Kufuor on pledges the Government's commitment to take
responsibilities under the APRM very serious whilst Dr Stals praises the establishment of the NAPRMGC by the Government as an innovation in the APRM process and commended the Government for the initiative because the Council would make the work of the Panel of Eminent Persons much easier.

Source: GNA

(Ghana, signs an agreement with the African Peer Review Mechanism (APRM) Support Mission to submit itself to the good governance tests, by pushing forward Africa’s new resolve to use good governance to rapidly create prosperity for its people.)

Source: GNA

—APRM is to wean African politicians of bad governance”, Modern Ghana News, Tuesday, July 13, 2004
(Dr Appiah speaking at a regional APRM sensitization, education and ownership creation fora at Wa notes that for decades, African leaders had not been accountable to their people, with some of them behaving as though they were monarchs.)

Source: GNA

—The NAPRM governing body calls for cooperation”, Modern Ghana News, Friday, July 16, 2004
(The Governing Council calls on all Ghanaians to cooperate with its reviewing and monitoring exercise in the country explaining it would help in examining our individual performance and that of the various sectors of the economy at a sensitization workshop in Bolgatanga.)

Source: GNA
NAPRM, NEPAD essential for good governance”, *Modern Ghana News*, Tuesday, August 17, 2004

(Prof. S.K.B. Asante points out democracy and good governance had always been the pre-occupation of Ghana, but could not materialize for lack of mechanisms to facilitate the realization of the noble objectives. He said NEPAD and APRM represents Africa's will and determination to overcome its lost decades of instability, over-dependency, bad governance and authoritarian rule, corruption and lack of development.)

Source: GNA


Do not politicise the APRM process – Prof. Asante”, *Modern Ghana News*, Monday, August 30, 2004

(Prof. S.K.B. Asante, member of Ghana’s Governing Council warns against those who try to politicise the work of the Council by separating it from political interference, he said the Council is non-partisan and the process not a manifesto for any political party.)

Source: GNA


Canada makes commitment to APRM”, *Modern Ghana News*, Tuesday, Oct. 05, 2004

(Canada pledges support for the Ghana APRM exercise by sponsoring with an amount of CDN$700,000 in a statement issued in Accra by the Canadian High Commission said Aileen Carroll, Canada's Minister of International Cooperation, said this in Washington at the World Bank/International Monetary Fund meeting.)

Source: GNA


(The Minister of Regional Cooperation and NEPAD assures Ghanaians that the African Peer Review Mechanism (APRM), NEPAD and the initiative to introduce West African Common currency are credible visions for future development. He also noted that earlier development plans such as the Economic Recovery Programme, Structural Adjustment and Enhanced Structural Adjustment Programmes, could not
take Africa out of poverty, marginalization and deprivation.)

Source: GNA


2005

—APRM interim report ready”, Modern Ghana News, Thursday, Jan. 27, 2005

(The Governing Council presents its interim report to the Government at the Castle, Osu.

Receiving the report, President John Agyekum Kufuor promises to take cue of the report and warns that the Council was not a government agency but an organization that operated within civil society to monitor governance in the country.)

Source: GNA


—APRM launched in the Western Region”, Modern Ghana News, Thursday, Feb. 10, 2005

(Nana Yamfoah Amua-Sekyi, Deputy Western Regional Director of the Commission on Human Rights and Administrative Justice (CHRAJ) states the African Peer Review Mechanism (APRM) would enable countries that have acceded to it to identify their weaknesses, strength, challenges and opportunities and map out strategies to accelerate their development when performing the Regional launching of APRM at Sekondi.)

Source: GNA


(Seven African Non-Governmental Research Organizations under the umbrella of African Human Security Initiative (AHSI) launches a "Shadow Review" report on the Africa Peer Review Mechanism (APRM) which seeks to measure the level of compliance of eight out of the 24 African governments, which acceded to the APRM monitoring system.)
Source: GNA


(The Governing Council announces the completion of the report and acknowledges four technical teams involved in the assessment process.)

Source: GNA

— Ghana to access funds after meeting standards of APRM”, Modern Ghana News, Tuesday, April 05, 2005

(Dr. Stals expresses optimum trust in Ghana. That, Ghana effecting democracy could be making greater in-roads in furthering democracy and democratic governance in Africa.)

Source: GNA

— Sustenance of APRM will help institutionalise good”, Modern Ghana News, Friday, March 18, 2005

(Former President of Ghana receives a report from the Ghana APRM-GC and applauded the process by expressing that the mechanism will help African leaders correct themselves in governance and then pledged the Government's commitment to take into account suggestions and recommendations made in the Report and accept the proposals made for effective and efficient governance in Ghana.)


— APRM Eminent Persons Present Report”, Modern Ghana News, Tuesday, June 07, 2005

(The African Peer Review Mechanism (APRM) Panel of Eminent Persons under the NEPAD Initiative concludes deliberations on Ghana's Self Assessment Programme and Action Plan saying it has the potential of meeting the country's development goals when the Group arrived in the country to present their recommendations on the Ghana Self Assessment Report and the Programme of Action to government as well as stakeholders including civil society before it is sent before the Head of States
meeting in Abuja, Nigeria on June 19.)

Source: GNA, Story from Modern Ghana News:

—Mission to validate APRM report on Ghana”, Modern Ghana News, Tuesday, April 12, 2005

(A 16-member mission from South Africa validates Ghana’s review process at a forum of stakeholders held in Wa. The forum was an opportunity to question stakeholders on a range of issues as part of its process of validating the African Peer Review Mechanism (APRM) report on Ghana.)

Source: GNA

—Kufuor calls APRM findings imperfect”, Modern Ghana News, Monday, June 20, 2005

(President Kufuor describes the report of the panel of eminent persons, which reviewed his administration of the country as comprehensive despite what he termed imperfections in the document. The report, which revealed defects in public service delivery and the prevalence of corruption in public administration, but noted a strong performance on corporate governance. Among others it criticized the size of government, called for more women in positions of decision-making and lamented disparities in living conditions of people living up north and to the rest of the country.)


(The chairman of the Ghana APRM-GC, clears a national misperception about the APRM process and educates the public on the procedure, measures and essentiality of the review to Ghana) (Source: GNA:Story from Modern Ghana News:

—Finance Ministry reacts to APRM report”, Modern Ghana News, Friday, June 24, 2005

(Dr. Anthony Akoto-Osei, Ghana’s Deputy Minister for Finance says the findings
made against the country is not exclusive to Ghana but applies to all African countries that depend on a few export commodities. This was a reaction to the released African Peer Review report relating to the country's economic performance and explains that the economy is still better. The report which summed up Ghana's economy as weak, open to external shocks, heavily dependent on external sources of funding, with weak internal capacity for formulating economic policies and the prevalence of corruption in public administration.)

Jonathan Adabre, *The APRM Report: Old wine in new wine skin*, online, June 27, 2005
(This article elucidates the achievements and weaknesses raised in the APRM report from the perspective of the biggest opposition party. )
(Source: Public Agenda)

―Take review of APRM seriously – NDC urges Govt‖, *Modern Ghana News*, Tuesday, June 28, 2005
(The main opposition National Democratic Congress (NDC) charges the Government to find remedies to the negatives identified in the Review Report of the and says the negatives in the Report are very personal to President (John Agyekum) Kufuor and the NPP (New Patriotic Party) Government and are, therefore, regime-specific. Mr. Samuel Ofosu-Ampofo, NDC National Organizer, told a news conference in Accra.)
(Source: GNA)

―APRM report reflects national concerns‖, *Modern Ghana News*, Wednesday, June 29, 2005
(Mr. Kwabena Agyei Agyepong, Press Secretary to the President explains the Presidency considered the ongoing national discussions on the African Peer Review Mechanism (APRM) as refreshing and useful to energise the New Patriotic Party (NPP) Administration which would make the Government to push for further far reaching interventions to reverse the chain of flaws associated with the general governance structure and explains why the President John Agyekum Kufuor declared the "Ghana Incorporated Concept", which sought to promote national ownership of the process of change and development.)
(Source: GNA)
(Mr. Kwesi Jonah, a Research Fellow at the Institute of Economic Affairs (IEA) in charge of Governance explains that the African Peer Review Mechanism (APRM) Report is not a sole assessment of President Kufuor and his Government, not about one individual President, he noted, for example the period for which Ghana has been assessed extends from 1992 to 2004. According to him, the period includes years that had been spent by the National Democratic Congress NDC and the ruling Government. The Chairman of the Governing Council of the APRM also underscored that the Report was national in character and not an assessment of any specific administration.)

Source: CRUSADING GUIDE


(PNC urges govt to address shortcomings of APRM report”, Modern Ghana News, Thursday, July 07, 2005

(A major Political Party urges the Government to accept the criticisms of the African Peer Review Mechanism (APRM) Report and take steps to address its shortcomings. The Party also applauded the President and thanked that he agreed to subject his government to be reviewed because the principle behind the mechanism conformed to the Party's stance on transparency, accountability and the rule of law with regard to governance.)

Source: GNA


(This article explains further the review process and gives highlight of the cost and funding of the review exercise conducted in Ghana and how to make good on the progress made.)

Source: James W. Doe, Story from Modern Ghana News:

―APRM has generated a lot of goodwill for Ghana‖, *Modern Ghana News*, Wednesday, August 17, 2005

(The Minister of State in charge of Regional Cooperation and NEPAD, Dr Apraku speaks of the good image and respect the APRM has given to the nation. He was speaking at a workshop for journalists in the Southern zone of the country on the implementation of the APRM in Ghana. Participants were drawn from both State-owned and private media organisations.)

Source: GNA


―Journalists accused of politicising APRM‖, *Modern Ghana News*, Wednesday, Sep. 28, 2005

(Participants at a stakeholders consultation workshop on African Peer Review Mechanism (APRM) in Accra accuse the Ghanaian media for politicizing the mechanism due to lack of information on the regional process and cautioned that the APRM should not be perceived as a review of the performance of a particular government, but an exercise aimed at promoting the collective interest of society.)

Source: GNA


―Get involved in NAPRM – Public urged‖, *Modern Ghana News*, Tuesday, Nov. 29, 2005

(The Governing Council of Ghana’s APRM urges all to get involved in the review process at a workshop organised for the Mpohor Wassa East, Ahanta West and Nzema East Districts at Busua near Takoradi, organised by the NAPRM- GC in collaboration with the National Commission on Civic Education (NCCE) sponsored by the United Nations Development Programme (UNDP).)

Source: GNA


―Ghana to face African Union on APRM‖, *Modern Ghana News*, Thursday, Nov. 17, 2005

(Prof. S. K. Adjepong announces to the media the defence of Ghana’s review report in December)

Source: GNA
2006


(President John Agyekum Kufuor expresses satisfaction with the renewed interest by his colleague leaders to sign up to the African Peer Review Mechanism (APRM) after Ghana voluntarily underwent the review process during the Sixth African Union (AU) Summit in Khartoum, Sudan. He also heartily welcomed criticisms and comments made by the Heads of State when he presented himself at a forum for Ghana to be peer reviewed.)

Source: GNA


(President Kufuor in presenting the State of the Nation Address to Parliament explains that the intention of the APRM is not to indict government and noted that the Review Report avails Ghana a comprehensive, bird's eye view survey of our constitutional, socio-economic and corporate governance approach to development and further indicated that by agreeing to the APRM, Ghana had earned great respect from fellow African states and the larger international community who saw her as a haven of peace within the West Africa sub-region and Africa.)

Source: GNA

Story from Modern Ghana News:


(Some Ministers of State and Members of Parliament commend the Review Report and praises the president for leading Ghana to being the first country to accede to the review process.)

Source: GNA

Story from Modern Ghana News:


(Dr. Kofi Konadu Apraku, Minister for Regional Cooperation and NEPAD, explains Ghana needs about $US5bn to implement National Programme of Action in the areas of democracy and good governance, economic governance and management, corporate governance and socio-economic development at the opening of a two-day workshop on NEPAD and African Peer Review Mechanism (APRM) programme of action and implementation process at Busua.)

Source: GNA


(African journalists advice that they should be involved in APRM and NEPAD issues and also advised APRM and NEPAD documents should be translated into official languages of Africa, if their messages were to permeate the entire population.)

Source: Joyce Danso, GNA Special Correspondent, Kigali


Steven Gruzd –An independent view on Ghana's APRM Report”, *Daily Graphic*, Saturday, June 17, 2006


(A report issued NAPRM-GC which elucidates the country's democratic record and its current stable atmosphere as some of the credentials for meeting the APRM standard and Ghana describes Ghana as an oasis of peace and tranquility in a sub-region of perpetual turmoil, also mentions mechanisms as the annual Peoples Assembly, National Economic Dialogue as some of the aspects of satisfying the APRM criteria which bridges the gap between Government, the Business Community and Civil Society Organisations and aids in exchanging views and the existence of the law enforcement agencies such as the Judiciary, the Commission on Human Rights and Administrative Justice and the Police, as some of the standards Ghana had met for the APRM) http://www.modernghana.com/news/102667/1/ghana-meets-standards-of-aprm.html


2007
APRM is independent Prof. Asante”, *Modern Ghana News*, Saturday, April 28, 2007

(Prof. S.K.B. Asante explains the APRM Governing Council was entirely independent, purely non-partisan and worked within the tenets of the African Union (AU) for the common good of the country and the African continent as a whole in reaction to sentiments expressed by some participants attending a day's trainer-of-trainers workshop for the staff of National Commission for Civic Education (NCCE) and District Focal Persons at Takoradi saying the APRM is not a political manifesto of any party to open a new or respectable chapter in the political and social life of the country. [http://www.modernghana.com/news/134933/1/aprm-is-independent-prof-asante.html](http://www.modernghana.com/news/134933/1/aprm-is-independent-prof-asante.html)


(Communiqué issued at the end of a 3-day continental conference of national and international stakeholders held in Accra. Attention is drawn to the use of peer-learning in encouragement of the process to overcoming challenges through identifying critical success factors and best practices.) [http://www.modernghana.com/news/135649/1/accelerate-aprm-implementation-process-communiqu.html](http://www.modernghana.com/news/135649/1/accelerate-aprm-implementation-process-communiqu.html)


(Dr Francis Appiah the former Executive Secretary briefs the media on the pitfalls to the successful implementation of the review process in Ghana. Among which included; lack of commitment and political will, lack of prioritization, financial and resource capacities on the part of government and other stakeholders.) [http://www.modernghana.com/news/135848/1/lack-of-political-will-affects-aprm-dr-appiah.html](http://www.modernghana.com/news/135848/1/lack-of-political-will-affects-aprm-dr-appiah.html)

Make the populas accountable to APRM”, *Modern Ghana News*, Wednesday, May 09, 2007”

(The Chairman of the National Africa Peer Review Mechanism (APRM) Governing Council, explains that the only means to ensure the process does not suffer with change in governments is to encourage the people to own it and further states that when citizens of the countries, which have acceded to the African Peer Review Mechanism (APRM), are sensitized to understand and fully participate in the process, there would be no fears that a change of government could halt its implementation speaking at the opening of the APRM Continental Conference in Accra.) [http://www.modernghana.com/news/135543/1/make-the-populas-accountable-to-aprm.html](http://www.modernghana.com/news/135543/1/make-the-populas-accountable-to-aprm.html)

APRM is purely non-partisan - Prof. Asante, *Ghana web*, April 17, 2007

(Prof. S.K.B. Asante, member of the Ghana National APRM Governing Council warns that it wrong to politicize the APRM process.)

The Executive Director of the APRM Secretariat Dr Bernard Kouassi advises other African countries that they can use Ghana as example and read Ghana's APRM report so they can learn some of the country's best practices before they avail themselves for a review.

Credit: Rebecca Quaicoe Duho


(Professor S.K. Adjepong, hints that the Council has been charged with the responsibility of monitoring and evaluating the implementation of the National Programme of Action following Ghana's successful review process, tells of the dissemination of findings of the report to Ministries, Departments and stakeholders, including people at the grassroots through the National Commission for Civic Education (NCCE) and further explains the universal acceptance of Ghana's Country Review Report which has been simplified to make it accessible to the wider populace.) (http://www.modernghana.com/news/137645/1/aprm-gc-to-review-implementation-of-action-plan.html)

Business leaders meet on APRM”, Modern Ghana News, Wednesday, June 13, 2007

(Ghanaian business leaders have meets with the Governing Council in Accra to consider how the National African Peer Review Mechanism (APRM) Programme of Action under the good corporate governance theme is being monitored. The objectives of the meeting held at the instance of the APRM Governing Council, was to deepen the understanding of business sector associations and other professional groups as stakeholders of the process and getting them actively involved in monitoring the progress of the programme of Action for which the Chairman of the Council assured them of proper procedures put in place for an effective monitoring and evaluation exercise. (http://www.modernghana.com/news/137660/1/business-leaders-meet-on-aprm.html)


(The African Peer Review Mechanism (APRM) Governing Council defends its report on allegations made by the African Governance Monitoring and Advocacy Project (AfriMAP) and asks it to withdraw its report on Ghana’s APRM process, since it was mischievous and lacked credibility and says allusions and claims made in the report were full of inaccuracies, half truths and distortions.) (http://www.modernghana.com/news/138334/1/withdraw-afrimap-report-aprm-gc-requests.html)

APRM requires support of all to succeed-Prof Greenstreet”, Modern Ghana News, Friday, July 27, 2007

(Professor Miranda Greenstreet, a member of the National African Peer Review Mechanism Governing Council (NAPRM-GC), tells that the APRM requires
participation of all stakeholders to succeed and further explains that the base
document specifically highlighted the active involvement of civil society in the entire
process and hints that a popular version of the Ghana's APRM Country Review
Report is being translated into six major Ghanaian languages which she assured
copies would be given to the National Commission for Civic Education (NCCE) for
distribution. Prof Greenstreet was addressing a day's dissemination workshop on
'NAPRM' for women groups and gender activists in the Central Region at Cape
Coast. (http://www.modernghana.com/news/139882/1/aprm-requires-support-of-all-
to-succeed-prof-green.html)

(The Governing Council trains staff of the National Commission on Civic Education
(NCCE) on the intended strategies and methodologies to be used in the
monitoring and evaluation stage by forming the District Oversight Committees
(DOCs)(http://www.modernghana.com/news/141804/1/aprm-trains-trainee-
trainers.html)

(The Dean of the Faculty of Education at the University of Cape Coast, Professor
James Adu Opare points out that the knowledge of citizens on the APRM is not
something to write home about and calls for an intensification of the campaign to
increase the level of awareness at the end of a two-day National Stakeholders
Validation Workshop on African Peer Review Mechanism held at Elmina in the
Central Region.)(http://www.modernghana.com/news/151190/1/aprm-validation-
workshop-ends.html)

—Veep opens continental conference on APRM in Accra”, Modern Ghana
News, Wednesday, May 09, 2007
(Vice President Alhaji Aliu Mahama notes that the New Partnership for Africa's
Development (NEPAD) is shedding away the old image of Africa, where leadership
concern was on how to retain and remain in office, expresses dissatisfaction about the
slow implementation by stating that only Ghana, Kenya and Rwanda had gone
through the entire cycle of implementation, whilst 26 out of the 53 countries of the
African Union have acceded to the process and then calls on legislators in Africa to
ensure that the tenets of APRM were ingrained in public discourse whilst alarming
that NEPAD processes and APRM implementation appear to be moving on a
divergent trajectory instead of being done in an autonomous manner to safeguard its
credibility and integrity.)(http://www.modernghana.com/news/135507/1/veep-opens-
continental-conference-on-aprm-in-accra.html)

2008
—APRM Inaugurates oversight committees”, Modern Ghana News, Tuesday, Dec. 09,
2008
(Ghana APRM inaugurates 120 District Oversight Committees. Members are drawn
from identifiable local groupings stretching from public and private sectors,
persons with disability, the youth, women’s groups, community-based organizations to traditional authorities to promote grassroots participation, fairness, accountability, economic emancipation and equitable distribution of national resources which leads to peace and security.


— APRM centre of excellence to be established in Ghana”, Modern Ghana News, Monday, July 07, 2008

(Dr. Francis Appiah, during the presentation of the third bi-annual report for the year 2008, announces the launch and establishment of the APRM Centre of Excellence in Ghana and further explains why the need for this Centre of Excellence which will at the start, meet the needs of Benin, Mali, Burkina Faso and Ghana.)

— NAPRM activities will be non-partisan – Prof. Adjepong”, Modern Ghana News, Sunday, April 20, 2008

(Rev. Prof. Adjepong explains the autonomy of the Governing Council while addressing participants at a day’s workshop on the 2007 Annual NAPRM Report for Stakeholders in the Western Region at Takoradi. Participants included representatives of Metropolitan, Municipal and District Assemblies, political parties, identifiable groups and a delegation from Hanns Seidal Foundation in Germany.)

— 125 Districts Oversight Committees for APRM born so far”, Modern Ghana News, Friday, Dec. 12, 2008

(Reverend Professor S.K. Adjepong, Chairman of the NAPRM advices that Oversight Committees are to provide the platform in accessing, sharing and disseminating information, ideas, and experiences of the APRM process at the local levels at the inauguration of some District Oversight Committees (DOCs) in Koforidua.)

« Enrichissement sans cause: Marie Angelique Épouse de Landing Savané au Coeur d’un scandale au Bénin », Xibar.net, Nov. 30, 2008

2009

— Vice president Mahama commends Kufuor on APRM”, Modern Ghana News, Friday, Feb. 13, 2009
The Vice-President, Mr. John Dramani Mahama, commends former President John Agyekum Kufuor for being among the first to accede to the African Peer Review Mechanism (APRM) on behalf of the people of Ghana and ensures the continuation of the good policies and programmes initiated by the Kufuor administration, although they were ideologically opposed to each other. Mr. Mahama made the commendation during a presentation of the 3rd annual progress report on the implementation of Ghana's APRM programme of action during the 10th summit of the APRM forum in Addis Ababa. (http://www.modernghana.com/news/202457/1/vice-president-mahama-commends-kufuor-on-aprm.html)

“Ghana receives commendation by APRM”, Ghanaweb.com, Feb. 26, 2009

(Ghana’s performance at the African Peer Review Mechanism (APRM) is applauded and said to have changed the image of Ghana and reached an appreciable interest globally as other countries yearn to share in her experiences and are asking for assistance as they begin their review processes.) (http://www.ghanaweb.com/GhanaHomePage/NewsArchive/artikel.php?ID=158292) (http://www.ireportghana.com/ghanalocal/news/716-ghanareceives-commendation)


(Ghana APRM commended by South Africa APRM report as transparent for the massive involvement of civic society as a key partner in the process.) (http://ghanabusinessnews.com/2009/02/23/ghana-most-transparentcountry%e2%80%93-south-africa-aprm-report)


2010

District APRM meets development partners, Ghanaweb, Tuesday, April 6, 2010

(This article highlights on the performance of local governance with regards to the four thematic issues of the APRM.) http://www.ghanaweb.com/GhanaHomePage/NewsArchive/artikel.php?ID=179862

“Lecturer advocates home grown governance indicators”, Daily Graphic (website), July 12, 2010
(Prof. K. Boafo-Arthur a lecturer at the University of Ghana, calls for home-made indicators to assess the standard of governance. Reviewing a Comparative Study report on the development and use of Governance Indicators in Africa and also calls for measures to monitor regional initiatives like the African Peer Review Mechanism (APRM).)(http://www.graphicghana.com/news/page.php?news=8287)

—Highlight Positive Issues In Africa – Kufuor”Daily Graphic (website), July 9, 2010

(Ghana’s former président advises some African journalists that (NEPAD), APRM, ECOWAS and the other blocs are initiatives being made by Africa to try to put things right hence the media need to highlight on them to make the world aware of Africa’s capabilities.)(http://www.graphic.com.gh/news/page.php?news=8263)

Ghana most transparent country – South Africa APRM report


APRM holds workshop


Ghana takes African governance exam


APRM Governing Council identifies corruption as bane in Nkoranza District


Ghana objects to dictatorial leadership of APRM

http://news.brunei.fm/2010/02/02/ghana-objects-to-dictatorial-leadership-of-aprm/

APRM meeting among ECOWAS member states underway in Accra


Chambas to get German Africa Award 2010


Dr Gbla On APRM Visit to Ghana

http://allafrica.com/stories/200906030897.html