

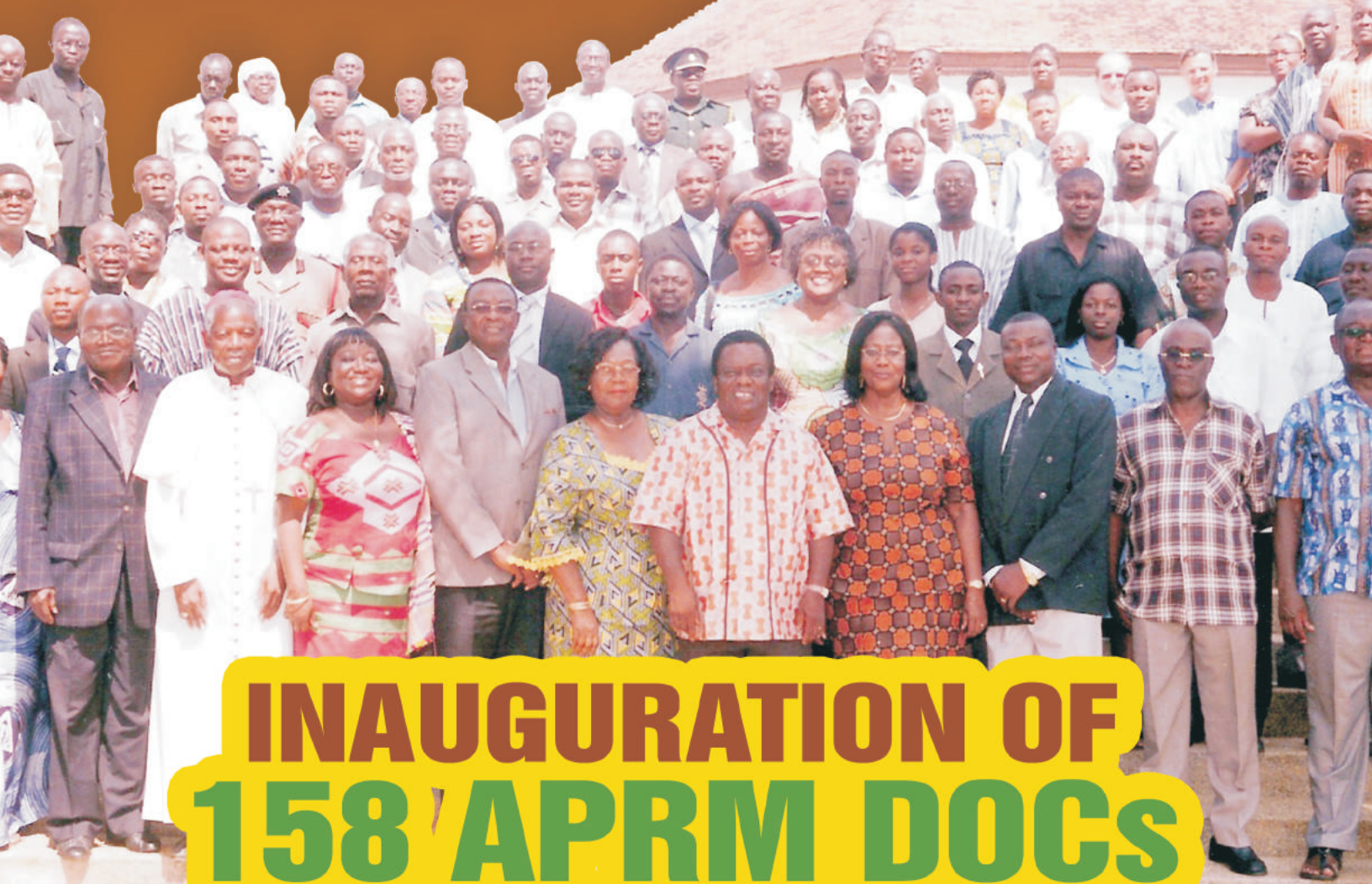
APRM WATCH



NAPRM - GC

A Publication of the NATIONAL AFRICAN PEER REVIEW MECHANISM - GOVERNING COUNCIL Accra, Ghana.

ISSUE No. 1/08



INAUGURATION OF 158 APRM DOCS in 2008

**A Glance at
Ghana's APRM
Process**

**Ghana's
APRM, Third
Milestone**

**NAPRM - GC Executive Secretary wins
GERMAN - AFRICA AWARD.**



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NAPRM - GC

National African Peer Review Mechanism Governing Council

Introduction

The National African Peer Review Mechanism Governing Council (NAPRM-GC) was set up by H.E President J.A Kufuor, as an independent national focal point to facilitate the implementation of the APRM process in Ghana. The Council's work is funded by the state.

To further the autonomy, integrity and professionalism of the NAPRM Governing Council, its structure and mandate have been tailored to make it technically competent, credible, and free from political interference in an all-inclusive national exercise.

The Council is supported by a National APRM Secretariat headed by Dr. Francis Appiah, Executive Secretary and Chief Consultant. It is tasked, with the following functions, among others:

- i) To exercise oversight with respect to the National APRM Programme, with a view to ensuring the independence, professionalism and credibility of that process.
- ii) To recommend and engage appropriate Ghanaian institutions, think tanks and or individuals to conduct technical assessments in the four areas to be reviewed.
- iii) To review and make objective assessments of reports submitted to it by the engaged Ghanaian institutions, think tanks and or individuals.
- iv) To consider and approve recommendations in the form of a National APRM self-assessment report.
- v) To prepare, administer and coordinate the visit of the Independent Panel of Eminent Persons (APR Panel) and to facilitate their work when the Panel team comes to the country.
- vi) To sensitize the executive, parliament, judiciary, civil society, private sector and other stakeholders and to enlist their full participation in the National APRM process.

See page 17 for profile of council members



Veep Opened Continental Conference on APRM

Vice President Alhaji Aliu Mahama has noted 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. He said NEPAD was also a paradigm shift from corruption, mal-administration and socio-economic deprivation of the people, which fuelled needless conflicts, wars and anarchy that further aggravated poverty and underdevelopment in Africa. Vice President Mahama made these observations when he opened a three-day continental conference of the African Peer Review Mechanism (APRM), on the theme: Africa's Bold March to capture the 21st Century-The Role of the APRM."

APRM was instituted in 2003 by the African Union, to deepen the rule of law and other attributes of good governance through National Governing Councils that independently monitor and assess the activities of their political leaders. Vice President Mahama said Africa was faced with the challenge of translating NEPAD from a conceptual arrangement into an implementation process, in order to halt the marginalisation of Africa in the global context and to reduce poverty and deprivation on the Continent. He said APRM was critical to the quest of Africa to make a difference in the 21st Century. It underscores the new political will and leadership to serve the well-being of our people. It demonstrates our commitment to democracy and good governance as prerequisite for our development."

Vice President Mahama said APRM also brought to the fore, the challenges and opportunities unleashed by a true partnership with the international community based on mutual obligations and responsibilities to reduce poverty and accelerate the pace of growth and prosperity. "Implementation of the APRM therefore leads us to

the pursuit of democracy and good governance as core to a new culture of conducting our affairs."

He said the APRM called for a new approach to development discourse with the continent's development partners, stressing: "We need to move away from a donor and recipient relationship to a partnership based on mutual interdependence. Vice President Mahama expressed dissatisfaction about the slow implementation of the APRM. So far only Ghana, Kenya, Rwanda, South Africa and Algeria had gone through the entire cycle of implementation, while 26 out of the 3 countries of the African Union have acceded to the process.

He called on legislators in Africa to ensure that the tenets of APRM were ingrained in public discourse. "There is also the concern that NEPAD processes and APRM implementation appear to be moving on a divergent trajectory. While it is understandable that the APRM Country Self-Assessment should be done in an autonomous manner to safeguard its credibility and integrity, there is the need to achieve a convergence with the NEPAD process when it comes to implementation of the APRM programme of action," he said. Ms. Shirley Ayorkor Botchway, Deputy Minister of Foreign Affairs, Regional Integration and NEPAD said APRM was the ground-breaking event for the reform of Africa's political system and to ensure growth, development and stability of the continent.

She said APRM was a moral responsibility for African leaders and called for public ownership of the process to ensure its success. Ms Botchway said APRM could be boosted if Africans voted for political parties that were free, diverse and more enterprising.

- Source: GNA

A Glance at Ghana's **APRM Process**

By UN Economic Commission for Africa, Addis Ababa.

Introduction

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 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. 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 Program of Action (PoA) section of the report.

That Ghana has passed this threshold is a remarkable achievement, since the process is cumbersome and costly, requiring the mustering of financial, human and political resources to reach this point. Ghana's key success factor in pulling off the process is generally attributed to the structure, composition, and relative autonomy given to its Governing Council, the body that steered the entire APRM review exercise to ensure its independence, professionalism, and credibility.

The National APRM Governing Council used a two-pronged approach in mobilizing stakeholders and enlisting their participation: it disseminated information throughout the media and organized consultations around the four focal areas of the APRM. As one of the pioneering countries to undergo the APRM process, the Ghanaian model of conducting its self-assessment in an independent, non-partisan and a professional manner is now being considered a best practice to be adopted by other participating countries.

Thus, by and large, the APRM review process in Ghana has been a successful one; it has enabled the country to self-assess and to determine the key challenges it faces in the area of political, economic, and corporate governance and socio-economic development. However, conducting a successful self-assessment exercise and being reviewed by the APRM

Forum of the Heads of State and Government is but one major step in the APRM process.

Preliminary Results of the Ghana APRM Review

The real challenge for Ghana, like all African countries undergoing the process, is how to institutionalize the national dialogue and consultation process around key governance issues engendered by the process and how to implement the recommendations raised in the National Program of Action (NPA).

The key issues emerging from the Ghana APRM report and National Program of Action include: resolving conflicts over land use and ownership; overcoming delays in the justice system; strengthening the separation of powers between the legislature, judiciary, and the executive to prevent political manipulation; speeding up the political decentralization process; fighting corruption more vigorously; improving service delivery and the use of public resources; and creating mechanisms to allow all groups to assert their rights, particularly women, children, young persons, persons with disability and the aged.

Now comes the crucial stage for Ghana to design a systematic monitoring and evaluation plan to ensure that the momentum of the APRM is not lost. So far, a number of activities since the unveiling of Ghana's APRM Country Report seem to indicate that some "quick positive gains" may have been registered in the efforts at transforming the nature of governance in the country.

APRM Institutionalizing Dialogue around Key Governance Issues: Some Quick Positive Gains

1. The debate surrounding issues of good governance intensified soon after the release of Ghana's APRM report following the first Heads of States APRM Forum held in Abuja in June 2005. Although the media may have sensationalized the issues, a vigorous debate ensued largely between the opposition political parties and the ruling party over the negative as well as positive findings of the APRM report. This provided a national space for debating the

merits and demerits of national policies most of which predated the coming to power of the current government in Ghana. The whole debate was couched in terms of government performance and delivery with respect to policies and services, a development that can be considered positive in terms of holding the executive and legislature accountable for policy outcomes. At the end of the day, this is what the APRM is set out to achieve.

2. A finding of the APRM report on the constitutional separation of powers between the Judiciary and the Executive was the reference point for a case filed in the Accra High Court against the Attorney-General "seeking a declaration that a purported judgment by the Supreme Court of Ghana constituted by less than five Justices on November 8, 2004, is null and void." One of the criticisms made by Ghana's APRM report was the handling of an appointment of a Justice to the Supreme Court by the Executive in 2002 in order to secure the overturning of a decision of the Supreme Court against a defendant, which was an infringement on the constitutional protection of the Judiciary. This case is now before the Supreme Court of Ghana. Thus, the APRM report is already influencing the rule of law in Ghana.

3. Civil Society Organizations (CSOs) have, since the release of the APRM report, taken up specific policy issues in their advocacy and campaign for good governance in Ghana. For example, recently, the Commonwealth Human Rights Initiative (CHRI) branch based in Ghana, asked the President to assent the Persons With Disability Law (PWDL) as a matter of urgency to address the plight of persons with disability in the country. Although the Parliament of Ghana passed the PWD Bill on June 23, 2006, it was still pending the assent of the President. The CHRI used statistical data to back up its advocacy campaign in favor of the bill and its implementation, citing the APRM report recommendation that calls for the "creation of opportunities for the assertion of the rights by all groups, including persons with disability and the aged."

4. Ghana has recently initiated a "war on corruption" in a bill crafted by the Attorney-General and Ministry of Justice. The proposed "Proceeds of Crime Bill" will empower security agencies to investigate and compel people in public and private life to declare their sources of income and how their property was acquired. Creating the legal framework for dealing with corruption was one of the major areas of governance deficits recommended by the APRM report to be addressed. Clearly, this recommendation is having an initial effect.

5. Another significant event that seems to have emanated from the assessment of the APRM report was the cabinet reshuffle in Ghana in May 2006. One of the major recommendations of the report was to cut down on state expenditure, which was bloated due in part to the number of Ministries. The government was reportedly asked by the US Millennium Corporation to implement the APRM recommendation to reduce the number of cabinet ministries as a part of the negotiations to access the \$500 million grant that was awarded through the US Millennium Challenge Account program. Thus, the APRM report is already beginning to have an influence on government decisions in Ghana.

Plans Towards Implementing the PoA

Since the post-review period of the APRM process, Ghana has made strides in putting in place plans or at least setting the parameters for implementing its National Program of Action. In November 2005, the National APRM Governing Council organized a workshop in coordination with the National Development Planning Commission to brainstorm on the relevance of the APRM PoA to the Ghana Poverty Reduction Strategy (GPRS II), the main existing planning document prior to the APRM report. The meeting engaged stakeholders in comparing and making linkages between existing national development initiatives such as the GPRS II with the findings and recommendation of the APRM report. Thus, topics for the working sessions of the workshop were devoted to aligning and harmonizing of the GPRS II with each of the sub-sections of the APRM assessment report.

The workshop also agreed in principle that there should be no difference between the PoA and the existing national development strategies, but rather should be integrated into one development document. However, the essence of the APRM PoA should not be lost, as the reference document for "good governance" in the country and efforts should be made to track it systematically.

On April 19, 2006, the APRM National Governing Council officially launched the APRM Country Review Report and Program of Action. Implementing the PoA would cost the government of Ghana more than \$5 billion including its monitoring and evaluation. While development partners were welcomed to make contributions towards funding the PoA, the National Governing Council emphasized its implementation should be the responsibility of all stakeholders and not just the government, since the APRM assessment was a national exercise not that of the government alone. The Governing Council equally called on Ghanaians to participate in the monitoring and evaluation of the implementation of the APRM and asked civil society in particular to keep an "eagle eye" on the process to ensure its success.

Conclusion

In conclusion, Ghana deserves some credit for its fidelity and commitment to the APRM process thus far. However, the hard work has only now begun. The implementation of the NPoA will require the mobilization of human, financial and material resources and the forging of partnerships and cooperation with the various stakeholders that participated in the formulation of the program. What needs to be borne in mind is that the NPoA is not the old style National Development Plan or even the GPRS II which, traditionally, were implemented top-down. The NPoA is a comprehensive program of voluntary commitments that all stakeholders contributed to in its formulation and likewise its implementation.

The National Governing Council is only a steward in its implementation and should therefore mobilize all stakeholders in this exercise. It is only through voluntary participation and commitment that the NEPAD/APRM objectives will be met.

BIRIM SOUTH APRM Oversight Committee Inaugurated



On Friday, September 14, 2007 The National African Peer Review Governing Council (NAPRM-GC) took another giant step in bringing governance to the door steps of ordinary Ghanaians when it inaugurated the first APRM District Oversight Committee (DOC) at the South Birim District Assembly Hall.

The inauguration of the APRM District Oversight Committee in the Birim South District marked the beginning of the decentralization of the monitoring and evaluation of the NPoA at the district level. The DOC, which is a microcosm of the NAPRM-GC, is consistent with NAPRM-GC resolve to deepen the involvement of civil society in the monitoring and evaluation of the implementation while educating and informing members about the APRM process.

In his welcome address, the Chairman for the occasion and District Chief Executive of the South Birim District, Mr. Frank Busumtwi thanked the NAPRM-GC for selecting his district out of the then 138 and; now 166 districts in the country for the first inauguration. He recounted the process Ghana had gone through from the accession stage to through the country review exercise to the implementation of the NPoA, the monitoring and evaluation and finally the APRM DOC concept.

He noted that the Birim South District had made tremendous progress in many of the APRM areas of interest. He reported progress in the fight against corruption, gender mainstreaming at the district assembly, implementation of the national youth employment programme as well as the National Health Insurance Scheme.

In his inaugural address, Chairman of NAPRM-GC, Prof. S.K.Adjepong advised the DOC, to like the NAPRM-GC, be

guided by the principles of openness and all-inclusiveness. He reminded them of their non-partisan nature and warned that any member who exhibited partisan tendencies would be removed from the committee. He said, with two years of training, sensitization and capacity building for prospective members of the DOCs on their roles and requirements for selection, the beneficiary Community Based Organisations (COBs), Non-Governmental Organisations (NGOs), Faith Based Organisations (FBOs) including National Commission for Civic Education (NCCE) officials, the DOCs must live up to expectation.

The DOCs will need to follow the example of the NAPRM-GC, by remaining neutral, open and objective in all their dealings, he concluded. After the inauguration, the NAPRM-GC Principal Programme Officer, Mr. Sam Cudjoe, presented highlights of the findings of a survey undertaken by the members of the committee in the four thematic areas of the APRM.

The highlights so presented formed the basis of the open forum to get stakeholders' present to validate the findings. The forum turned out to be the high point of the programme as stakeholders took turns to debate the findings. While some stakeholders agreed with and confirmed the findings, others expressed their reservations.

About 233 participants attended the inauguration. They recommended an increase in the sample size of the survey undertaken by the DOC, to make it more wide spread enough in future exercises.

As of December 2007, only eight DOCs had been inaugurated, leaving 158 for inauguration in 2008.

The National Validation WorkShop on the 2007 Progress Report was held at the Elmina Beach Resort in the central region on Wednesday December, 19 2007



◀ Front Row: Left To Right

Prof. S. K. B. Asante
Bishop Dr. Paul Bemile
Ms. Gloria Ofori-boadu
Ambassador Alex Ntim Abankwa
Prof. Miranda Greenstreet
Prof. Samuel Kwasi Adjepong
Mrs. Mary Chinery Hesse
Prof. Adu Opare
Mr. Nutifafa Kuenyehia
Dr. Francis Appiah



◀ A section of participants

NAPRM - GC

Executive Secretary Wins

German-Africa Award

Executive Secretary of the National African Peer Review Governing Council (NAPRM-GC) Dr. Francis Appiah has received the 2007 German Africa Prize for his efforts at contributing to governance reforms in Ghana and the African continent in its entirety.

Chancellor of the Federal Republic of Germany, Dr. Angela Merkel who presented the award to Dr. Appiah at a grand ceremony held in Berlin, praised his work and contributions to the successful review of Ghana and implementation of the APRM process in the country.

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

Ghana was the first country to accede to the APRM, raising high expectations on the African continent and beyond.

The Chancellor, who returned to Germany from Africa, some 24 hours before presenting the award, said Dr. Appiah through the APRM had set the benchmark for other African countries to follow.

“More and more countries are now willing to use the mechanism to put the politics and governance of their countries to the test and the prize, like the prize-winner, is a promising sign of the impressive development of the African continent” she said.

Professor Karl-Heinz Hornhues, Chairman of the German Africa Foundation said the award is an acknowledgement of Germany's support for all the pro-reform processes in Africa. “We are delighted that the support for NEPAD and the APRM again played a leading part at this year's G8 summit in Heiligendamm,” he recounted.

Since 1993, The German Africa Foundation has presented



Dr. Appiah (middle with trophy) H.E Angela Merkel (Right) Prof. Karl-Heinz Hornhues (Left).

the award to exceptional personalities from Africa, judged by an independent panel to have contributed substantially to peace, stability, democracy, human rights and the social market economy in Africa.

In his acceptance speech, Dr. Appiah said the greatest advances in the wellbeing of countries the world over have come from public measures and that he and the NAPRM-GC were rest assured of the success of the APRM process in Ghana, when the Government of the Republic of Ghana demonstrated political will towards the process by incorporating the recommendations of the country review exercise into the Ghana Growth and Poverty Reduction Strategy (GPRSII) for implementation.

“Through public education and sensitization of the citizens of Ghana, the APRM as a grassroots process for citizens' non-partisan participation in the good governance of Ghana is steadily becoming entrenched” he said.

“While there is much to show for our efforts, we can not rest on our oars. The next step is to deepen citizens understanding in the four APRM thematic areas of Good Political Governance and Democracy, Good Economic Management and Governance; Good Corporate Governance and Socio-economic Development so that they become part and parcel of our developmental infrastructure” he declared.

See pages 14 and 15 for pictures of the ceremony.

Ghana's APRM, Third Milestone

By Kofi Akodor

WHEN President J.A. Kufour presented Ghana as the first African country to open itself up for scrutiny under the African Peer Review Mechanism (APRM), many were those who thought the chief consideration for that decision was only to score political points back home and to create for himself, an image of dependency in the eyes of the international community.

Such people may not be wrong after all, because as an astute politician, the President could not have thought differently in taking such a decision.

The President could not, however, even as his eyes were fixed on the political gains, have been oblivious of the enormous challenges that the APRM posed on the democratic credentials of Ghana.

After the initial process of the review, the real challenge for Ghana began with the implementation of the Programme of Action (POA) in the four thematic areas of the review, namely democracy and good political governance; economic governance and management; corporate governance; and socio-economic development.

As part of the review process, countries which subscribe to the APRM are required, under the APRM Reporting Standard, to submit progress reports on the implementation of the POA every six months to the APRM Panel, which is the highest authority, comprising African Heads of State.

Already, Ghana has cleared two hurdles of that commitment. The third report which covered January-June 2007 has just been released by the National APRM Governing Council (NAPRM-GC), which is co-ordinating the national review process.

According to the NAPRM-GC, “the objective of the report is to provide information on the progress made by stakeholders, including government and CSOs in implementing the national programme of action”.

The open participatory methodology was adopted by the NAPRM-GC in its information gathering to reflect its all-inclusive principle. There were three main approaches adopted for the collection of data. The first was to ask

ministries, departments and agencies (MDAs) to provide information on such specific issues raised in the NPOA for them to address as areas of progress, areas of less progress, challenges and complaints in the implementation and the way forward.

In the second approach, questionnaires were administered to 1,380 respondents in all the 138 districts, while the third approach involved the conduct of focus group discussions and expert group workshops for targeted organizations involved in gender, governance, private sector and local governance issues.

At the end of the information gathering, a validation workshop was organized in June to enable the stakeholders critique the third draft progress report.

Findings

Under the first thematic area of democracy and good governance, the report observes that although the Ministry of Foreign Affairs, Regional Integration and NEPAD is yet to set up a ratification desk, there are strong indications that the Amendment to the Constitutive Act of the African Union (AU) and Non-Aggression and Common Defense Pact will be ratified before the AU Summit in July 2007.

It also indicates that the Lands Commission has decentralized its office in all the 10 regional capitals, and has also reduced the period of registration of lands and title deeds from 36 months to nine months. Further more, Parliament has passed a Bill on Small Arms, while the government was expected to present its position paper on Arms Trade Treaty (ATT) to the United Nations (UN) before the June 20, 2007 deadline.

On the promotion of constitutional democracy, political competition and the rule of law, the report expresses the hope that the Electoral Commission (EC) would continue its registration exercise in 2007, while the National Identification Systems (NIS) begins registration of citizens of 18 years and above.

It, however, points out that “there is no indication in the new Decentralization Policy with regard to government's position on the election of district chief executives

(DCEs)”.

The performance of the nation as regards the promotion and protection of civil, political, economic and cultural rights was mixed.

On the brighter side, the report notes that three new districts were inaugurated within the period, in line with efforts to improve access to justice. Ten magistrates/circuit courts have also been refurbished and automated. The improvement in access to justice was confirmed by 46 percent of the respondents, while 40 percent of them thought otherwise.

It further mentions the passage of the Criminal Code Amendment Act, the appointment of a first female Chief Justice, as some of the steps taken in promoting the interest of women.

The report, however, points out some lapses as far as the promotion and protection of civil, political, economic and social rights are concerned. First, it observes that there is no policy yet on the option of integrating traditional arbitration into the Justice delivery system. Although a comprehensive programme of mainstreaming alternative dispute resolution (ADR) into the adjudication of justice has been completed.

It also notes that the Commission on Human Rights and Administrative Justice (CHRAJ) has not been given the mandate to prosecute cases and have to refer such case to the Attorney-General.

On the issue of ensuring accountable and efficient public and civil services, client service units have been set up in the ministries and key agencies to facilitate improved client service delivery. However, in the opinion of 54 percent of the respondents, public service holders are not accountable to clients.

“Institution space exists for citizens participating in national dialogue, but it is not clear how they feed into the policy making process. There is little engagement of political parties in policy formulation processes so as to ensure consensus on policy issues”, the report points out.

Fighting corruption, particularly in the public sector, is a cardinal demand in the NPOA. Ghana is not doing any better in the fight against corruption as it dropped 0.2 points in the 2006 Corruption Perception Index (CPI) published by Transparency International. According to the NAPRM-GC report, 44 percent of Ghanaians think there has not been any improvement in the fight against corruption.

Some of the measures being adopted by the government to deal with the phenomenon include the enactment of the Public Procurement Act (Act 663) and a Public Sector Strategy to inject corporate governance principle into the public sector. According to the report, the country's procurement system is 70 percent compliant with international procurement standards, adding that other

regulations and guidelines that are expected to give full backing to the Act are still before Parliament.

It, however, observes that, “there is no synergy between the institutions fighting corruption. Government is yet to develop strategies to meet this challenge”, the report indicates. Other issues that are hampering the fight against corruption include the fact that the Serious Fraud Office (SFO) does not have a substantive Chief Executive and that the Assets Declaration Regulation has not yet been reviewed.

The report did not make any adverse findings on the promotion and protection of the rights of women, having acknowledged the passage of the Domestic Violence Law and the efforts by the Attorney General and the Ministry of Women and Children's Affairs (WOMAC) towards enacting the Property Rights of Spouses Bill.

The findings on the protection and promotion of the rights of children and young persons were varied. Whereas the report notes the programmes and projects being undertaken by institutions such as the ministry of manpower and Employment and the Catholic Action for Street Children to take children off the streets, “Ghana is yet to develop a comprehensive plan on commercial sexual exploitation of children”. In addition, girls between the ages of 14 and 16 are being forced into marriage by their parents.

Regarding the promotion and protection of the rights of vulnerable groups, the report observes that although the Disability Law has been passed, no legislative Instrument (LI) has been enacted to implement the Law, adding that the National Disability Council is yet to be constituted to facilitate the implementation of the law.

The findings of the second thematic area of economic governance and management are also varied. The non-ratification of standards and codes, such as Guidelines of Good Practices on Fiscal Transparency, Guidelines on Public Debt Management, Code of Good Practices in Transparency and Financial Affairs, Best Practices for Budget Transparency and Principles of Corporate Governance are some of the grey areas identified in the report.

It further indicates that although the Ministry of Finance and Economic Planning provides expenditure ceiling for all the ministries prior to the start of the budget process, “variance between actual expenditures and planned budgets still remain a serious challenge”. According to the findings, reports on expenditures and revenues of metropolitan, municipal and district assemblies (MMDAs) are very difficult to interpret, because the data are neither current nor accurate.

On the flip side, the report recognizes efforts by the Ghana Statistical Service (GSS) in preparing a strategic plan for production, distribution and management of statistics. It also put on record, the weekly “Meet-the-Press” series organized by the Ministry of Information and National Orientation to inform the citizenry about government

Continued on pg. 16

Business Reforms IN AFRICA

IFC and the **World Bank** awarded the top Doing Business Reformers' Club honors in Sub-Saharan Africa to five countries that implemented three or more reforms in the past year, making it easier for entrepreneurs and businesses to operate and contribute to economic development.

The top awards went to, in order, Ghana, Kenya, Mozambique, Burkina Faso, and Mauritius. The awards were accepted by officials from these countries at a ceremony hosted by the government of Burkina Faso and co-sponsored by Jeune Afrique and The Africa Report. Nine countries that implemented two reforms received honorable mention: Lesotho, Madagascar, Mali, Mauritania, Niger, Nigeria, Rwanda, South Africa, and Uganda.

"Simpler, more efficient business regulation is making Africa's economies more attractive for entrepreneurs and large companies seeking to invest," said World Bank-IFC Vice President and IFC Chief Economist Michael Klein. "Business-friendly regulation leads to more registered businesses and start-ups, which in turn produce jobs and contribute to economic growth, improving the lives of people in Africa."

"There is a huge amount of entrepreneurial energy in Africa that can be unleashed to create opportunity and meet urgent development needs," said IFC Sub-Saharan Africa Director Thierry Tanoh. Improving the business climate in Africa is a top strategic priority for IFC, which provides advisory services for reform in over 20 African countries. "The Doing Business Reformers' Club Awards recognize and encourage the region's top reformers, and that draws attention to positive trends that support more private investment throughout Africa," Tanoh added.

The awards are based on Doing Business 2008 the fifth in an annual series of reports issued by IFC and the World Bank. In 2006/07, some 24 African countries implemented a total of 49 reforms. In the regional rankings on the pace of reform, however, Africa fell from third place to fifth, overtaken by South Asia and by the Middle East and North Africa.

Top Reformers in Africa, 2007 (in order)

Ghana, a global top 10 reformer for the second year running, continues to increase the efficiency of its public services. It cut bottlenecks in property registration, reducing delays from six months to one. Greater efficiency at the company registry and the environment agency cut the time for business start-up to 42 days. Changes in the port authority's operations sped up imports, while new civil procedure rules and mandatory arbitration and mediation reduced the time needed to enforce contracts.

Kenya, the region's other global top 10 reformer, launched an ambitious licensing reform program. So far the program has eliminated 110 business licenses and simplified eight others. The changes have streamlined business start-up and cut the time and cost of getting building permits. The program will eventually eliminate or simplify more than 900 more of the country's 1,300 licenses. Property registration is also faster, thanks to the introduction of competition among land valuers. And the country's private credit bureau now collects a wider range of data, improving credit history information for lenders.

Mozambique replaced legislation dating from 1888 with a new commercial code that introduces stricter corporate governance rules and strengthens the rights of minority shareholders. The new code also modernizes the business registration process, cutting provisional registration and making notaries optional. Start-up time for new firms fell by almost three months. Specialized judges for commercial cases should improve court efficiency.

Burkina Faso introduced specialized commercial chambers in the general courts and lowered the cost of enforcing a judgment by cutting the related registration tax from 4 to 2 percent of the judgment amount. The cost of property registration was reduced to 12.2 percent of the property value. And a one-stop shop for company registration cut the time for business start-up to 18 days.

Mauritius, already the region's most business-friendly country, made it even easier to do business, in part by simplifying taxes. A three-year program is harmonizing the tax system and ultimately will create a single corporate tax rate with few tax credits or tax holidays. Other reforms reduced the property registration fee to 5 percent of the property value and simplified construction permitting. A central database now links the company registry with tax, social security, and local authorities shortening business start-up to just one week. A new risk management system accelerated customs clearance for low-risk importers. And a new law will help creditors recover their debt faster in bankruptcy cases.

Countries Receiving Honorable Mention

Lesotho adopted a new law allowing married women to transfer land without their husbands' signature. It also made paying taxes easier by decreasing the total tax rate by 5.8 percent and the time needed to comply with taxes by 222 hours (more than nine days).

Madagascar cut business start-up to just seven days by eliminating five procedures and streamlining operations at

its one-stop shop. The port authority introduced an electronic data interchange system and privatized port and terminal handling, injecting much-needed capital and operational expertise. These changes, along with simpler requirements for documentation, helped speed exports.

Mali and Niger sped up property registration by decentralizing and reorganizing their registries. Niger also cut the registration tax to 5 percent of the property value, greatly reducing the total cost. Both countries reformed business start-up, with Niger reducing the cost to 175 percent of income per capita and Mali introducing a single company identification number. Mali has cut the time for start-up to 26 days.

Mauritania cut the cost of starting a business to 56 percent of income per capita among the lowest in Africa. It also set up specialized commercial courts.

Nigeria computerized its company registry, speeding up company name searches and increasing efficiency. Entrepreneurs can now start operating a new business within 34 days. And the planning authority now issues construction permits in 30 days.

Rwanda reduced the cost of importing and exporting by liberalizing the warehouse services sector. Competition has cut costs by 40 percent, and new customs declaration points have accelerated trade. Decentralization has sped the

issuance of building permits. The privatization of Electrogaz, the water and electricity company, has also reduced delays in getting utility connections.

South Africa facilitated access to credit by making lenders responsible for checking for over-indebtedness and giving them the right to access and challenge credit records. It also eased the tax burden by eliminating taxes and lowering rates.

Uganda was the only African country to make positive reforms to its labor law. This makes working hours more flexible, provides clarity on overtime, and requires that the employer notify the labor union's representative and the commissioner in specific dismissal cases. Uganda also made trading across borders easier by reducing time spent for export by 5 days, and for import by 7 days.

Doing Business 2008 ranks 178 economies on the ease of doing business based on 10 indicators of business regulation. The top-ranked countries in Sub-Saharan Africa are Mauritius (27), South Africa (35), Namibia (43), Botswana (51), and Kenya (72). The rankings track indicators of the time and cost to meet government requirements in business start-up, operation, trade, taxation, and closure. They do not track variables such as macroeconomic policy, quality of infrastructure, currency volatility, investor perceptions, or crime rates. Since 2003, Doing Business has inspired or informed more than 113 reforms worldwide.

- Courtesy IFC News.

NAPRM - GC Executive Secretary Wins German-Africa Award.





Dr. Appiah delivering his acceptance speech



Dr. Appiah, middle with friends from Africa



H.E. Angela Merkel, Dr. Appiah & Other Officials



A Section of guests at the Ceremony



H. E. Angela Merkel reading the Citation



H. E. Angela Merkel presents the Award to Dr. Appiah



Dr. Appiah and German Chamber of Commerce Officials



Dr. Appiah in a chat with a Member of German Parliament

policies.

Progress is also being made in the computerization of the Internal Revenue Service (IRS), while the registration of tax has reduced from seven days to three days. As part of measures to ensure prudence in expenditure, the government has set up an Expenditure Tracking Committee to track the release of money from MOFEP to the Controller and Accountant General's Department (CAGD) and the Bank of Ghana (BoG).

Furthermore, the government has conducted a debt sustainability analysis. Ghana's external debt service as percentage of export of goods and services has reduced from 5.81 percent in 2005 to 3.17 percent in 2006.

On fiscal decentralization, the report notes that although Ghana has no real fiscal decentralization policy yet, the issue is being addressed in the new Decentralization Policy. The CAGD has also established a financial monitoring unit at the headquarters and regional directorates to ensure efficiency in fiscal decentralization.

Considering the third thematic area of corporate governance, the report observes that the country has still not ratified certain standards and codes such as the ILO Convention on Minimum Age and the Principles of Corporate Governance. On the promotion and adoption of codes of business ethics in achieving the objectives of corporations, the report states that, "Ghana is yet to develop and pass an Anti-Corruption Law".

It notes that despite the reduction in corporate tax and phasing out of the National Reconstruction Levy, many business operators are not happy about the more than 30 taxes and levies that they have to contend with.

On the other hand, the report captures a lot of positive things taking place as far as corporate governance is concerned. These include the passage of the Insurance Act 2006 (Act 724) and the credit Reporting Act (Act 726), as well as the on going review of the Companies code and the establishment of a Credit Reference Bureau.

The time spent on searching for names and retrieving information on registered companies has been reduced from the baseline of two days to five minutes, resulting in an improvement in processing business registration documents from seven days to three days.

Other progress made are the training of about 200 traffic wardens by the national Road Safety Commission (NRSC), a draft Legislative Instrument on the construction, use and operation of commercial and leisure boats on inland water ways by the Ghana Maritime Authority and the establishment of an electric transit system at Takoradi by CEPS, SIC and GCNet to reduce bureaucratic transit clearance.

The APRM process also demands of corporate institutions to act as good corporate citizens in respect to human rights, social responsibility and environmental

sustainability. In meeting those benchmarks, the report notes that there is a disagreement between the Environmental Protection Agency (EPA) and civil society organizations on the extent of environmental pollution made by corporate bodies.

"While the EPA insists that more environmental pollution is caused by illegal 'galamsey operations' and small scale mining firms whose operators are difficult to monitor, the Wassa Association of Communities Affected by Mining (WACAM) points to spillage by a major gold firm at Bogoso in 2006, the report indicates.

On the fourth thematic area of socio-economic development, Ghana was found wanting in the ratification of the African Charter for Popular Participation in Development, the World Summit on Social Development, the United Nations Declaration on the Right to Development.

"Generally, most respondents reported that there has not been any change in their purchasing power", the report observes. The picture is, however, not all that negative. The report acknowledges the initiative by the MOFEP in inviting inputs from the civil society nation wide to inform the annual budget, albeit with low level participation.

It further indicates that the passage of the Foreign Exchange Act, 2006 (Act 723) "has lifted the 10 percent limit on non-resident foreign investors' holdings in securities listed on the Ghana Stock Exchange (GSE)". "The over subscription of shares on the GSE is an indication of the changing attitude of Ghanaians to investment packages", it remarks.

According to the report, since 2001, the agricultural sector has been growing at an average of 5.7 percent faster than the overall GDP growth rate of 5.2 percent. On education, the report points at the new Education Reforms which took off this September as an initiative to address issues of quality education in the country. It, however, notes that the incentive package proposed for teachers, especially those in rural areas, was not being implemented.

With regard to health, the report makes reference to a Malaria Control Programme Report, which notes a decrease in malaria fatality rate of children under five years, from 2.4 percent in 2005 to 2.1 percent in 2006 (against a target of two percent for the year). The decline attributed to the increase in the use of insecticide treated mosquito nets (ITNs) and other positive interventions.

However, when it comes to HIV/AIDS, the story is not positive as the prevalent rate increased from 2.7 percent in 2005 to 3.2 percent in 2006. According to the report, "there is a marginal increase in the number of Ghanaians with access to treated water. While access to treated water in rural areas increased from 52 percent in 2005 to 53 percent in 2006, that of urban areas increased from 55.5 percent in 2005 to 56 percent in 2006.

Profile of Council Members, NAPRM - GC

CHAIRMAN



Prof. S. K. Adjepong (COMPANION OF THE ORDER OF THE VOLTA) was born on October 8th 1944. He is a Professor in Physics and was the Vice-Chancellor of the University of Cape Coast, Ghana for 10 years (1991-2001).

Since 1966, he has worked in different capacities in the University of Cape Coast, and rose through the ranks (from a Demonstrator, an Assistant Lecturer, a Lecturer, a Senior Lecturer, Associate Professor), to the post of the Vice Chancellor of the University. He has attended over 13 international conferences and has to his credit over 30 scientific publications and 10 other public lectures and papers delivered at conferences. His numerous publications have been in the areas of Upper Atmosphere Physics, Material Science, Non-conventional Energy Physics and Radiative heat transfer and Condensed matter.

Prof. Adjepong worked as a visiting lecturer at the University of Port Harcourt, Nigeria, and later became a Senior Lecturer at the same university. He has been an Associate member of the International Centre for Theoretical Physics, Trieste, Italy since 1985, and is a founding member of Ghana Investors and Industrial Property Protection Association, a member of the Ghana Science Association and the American Physical Society.

Prof. Adjepong has served on over 15 boards and committees in Ghana, Nigeria, Kenya, UK and the USA, of which he was the chairperson of five, including the current NAPRM-GC, the Council of the Association of Commonwealth Universities (1999-2000) and Committee of Vice-Chancellors and Principals (1992, 1995, 2000).

He has also served as Chief Examiner for undergraduates of the West Africa Examinations Council, External Examiner for the River State and Cross River State Universities and as an external assessor of published articles submitted by academic staff of other universities for promotion to the grade of senior lecturers and Associate professors.

During his ten-year tenure as Vice-Chancellor, the University of Cape Coast saw a number of developments such as the establishment of an International Exchange Programme with over 20 Universities in Africa, Europe and the USA; the construction of a number of structures e.g. accommodation hostel for students, office blocks, flats for academic staff and the establishment of a Dental Clinic on the University Campus. He also raised over US \$2.3 million for various development projects in the university.

Prof. Adjepong is currently, the Principal of the Methodist University, Ghana.

MEMBER



Prof. Miranda Greenstreet (ORDER OF THE STAR OF GHANA) was born in Ghana on 12th January, 1933. She is a graduate of the London School of Economics and Political Science of the University of London, UK and worked with the Ghana Broadcasting Corporation as a Features writer, producer and a commentator.

In 1963, the University of Ghana appointed Prof. Greenstreet as a Resident Tutor. She later became the Director of the Institute of Adult Education of the University. In line with her work as an Adult Educator, Prof. Greenstreet has delivered over 150 papers/lectures and keynote addresses, at national, sub-regional, continental and international levels. The presentations touched on wide spectrum of issues including labour and industrial relations, environmental management, gender and governance.

She has also served on a number of boards and committees in the University of Ghana including, the Board of the Faculty of Art, Board of the Faculty of Social Studies, Academic Board, Estate Management Committee, Executive Committee and Governing Council of the Volta Hall. She was a member or chairperson of all committees of the Institute of Adult Education.

Prof. Greenstreet was also the Director of Studies as well as the Seminar Tutor/Resource Person at a variety of the Institutes of Adult Education at New York, Easter, Bu Bere and other Residential Schools, including the 28th Annual New Year School (ANYS) on "Education for Development", 1977; and the 29th ANYS on "Ghana in search of a Stable Government", 1978. She has also delivered lectures at variety of institutions in the US including the City University, New York.

She is a member of a number of international organisations, and has held positions in some of them including the First Council of the Commonwealth Association for Education and Training of Adults (CAETA), the Rome-based Society for International Development and the West African Distance Education Association (WADEA), which she has been the president since.

For her great work over the years, Prof. Greenstreet has received a number of awards and honours. In May 1994, she was voted the Marketing Woman of the Year (1993) by the Ghana Chartered Institute of Marketing, selected in December, 1999 as one of the Stateswomen of the Millennium and in March 2004, the University of Ghana conferred on her the Doctor of Laws (Honouris Causa) degree in recognition of her contribution to the development of Adult Education in the University of Ghana and service to Ghana.



Prof. Samuel K. B. Asante is an international consultant with over forty years of post-graduation experience (1959-2001) at the national and international level, including several years of service with the United Nations in the fields of academia, management, administration, consultancy, advisory services and African development.

Prof. Asante has held a number of high-ranking positions. He was a Senior Fulbright Hays Scholar at the University of New York at Brockport, USA (1975); Head of the Political Science Department, University of Ghana, Legon, (1982-1983) and a Professor and African Area Studies Consultant at the University of Florida, Gainesville, USA (1983-1986), as well as a Senior Professorial Fellow of the Foundation for Global Dialogue, South Africa (1996). Prof. Asante was later appointed Head of Department of Development Studies, United Nations Institute for Namibia (1986-1988) and subsequently Deputy Director and Acting Director of the Institute (1989-1991).

He was appointed as a Principal Regional Advisor in development to African Governments and Co-ordinator of the United Nations Economic Commission for Africa's Multidisciplinary Regional Advisory Group at the Cabinet Office of the Under-Secretary General and Executive Secretary of the United Nations Economic Commission for Africa (1991-1997).

Prof. Asante is a specialist in Economic Cooperation and Integration, African Development strategies, International Trade and Development. He is the recipient of Ghana Book Award (1981) and the author of several books and feature articles. Among his publications are *Regionalism and Africa's Development: Expectations, Reality and Challenges* (Macmillan Press, 1997); *The Strategy of Regionalism in Africa* (Friedrich Ebert Foundation, 1996) and *Pan-African Protest: West Africa and the Italo-Ethiopian Crisis* (Longmans, 1977). Among others, he has to his credit, over 30 books chapters and articles on Regionalism in Africa, 20 on Africa's Development, 50 odd articles on History, Economics and Politics of Africa in scholarly Journals based in Africa, Middle East, US and Europe, as well as 22 short articles in the Londonbased weekly *West Africa*.

Prof. Asante has recently completed a consultancy report on the Reinvigoration of the African Union of Parliaments and served as the Technical Advisor to the Union of African Parliaments at its 21st conference in Niger (August, 1998), and to the African Parliamentary Group that attended 100th Conference of the Inter-Parliamentary Union held in Kremlin, Moscow, Russia (Sept. 1998). He has recently completed a major Ghana Government European Union study on the Impact of the French-speaking West African Economic and Monetary Union (WAEMU) or UEMOA on Ghana. This study culminated in the 'adoption of the Ghana-Nigeria Fast Track to accelerate the ECOWAS integration process', 'the creation of Ghana's Ministry of Regional Co-operation and Integration' and 'the adoption of a West African Second Monetary Zone'.

Prof. Asante currently serves as consultant to a number of international organisations, particularly the United Nations Economic Commission for Africa, United Nations' African Institute for Economic Development and Planning, the African Leadership Forum and occasionally for the African Development Bank.



Ambassador Alex Abankwa, a Career Diplomat, was born on 3rd April, 1933. He was educated at the University College of Ghana, Legon - Accra (1953-1959), University of West Indies in Trinidad and Tobago (1967) and John Hopkins University, Maryland USA (1968), specialising in International relations and Diplomacy.

Ambassador Abankwa has held a number of positions at the national and international levels, and has also been a member of Ghana's delegations to meetings such as the 'Commonwealth Heads of Government Meeting' that was held in Kingston, Jamaica. He was also among Ghana's delegations to the 31st and 32nd United Nations General Assembly in New York in 1977 and 1978 respectively. Between December 1990 and November 1997, Ambassador Abankwa represented the country at several conferences, workshops, seminars and negotiations including the negotiations organised by the European Foundations and the African Caribbean Pacific (ACP) Group of Nations on 'Co-operation between Europe and the ACP Countries'.

Ambassador Abankwa has served Ghana's Foreign Service in different capacities. He rose through the ranks from Foreign Service Officer to the post of an Ambassador. Among the several countries he has served in with respect to his career are India, the former USSR, Jamaica, USA, Ethiopia and Canada.

Other positions he has held included Counsellor and Head of Chancery in Addis Ababa-Ethiopia (1964-1965) and Counsellor in charge of Education and Welfare of Ghanaians in the USA (1965-1970), taking charge as Head of Chancery in 1969. Ambassador Abankwa was also the Director of the Government Machinery Pay Research Unit of the Prime Minister's Office (1970-1972), and assumed the positions of Director in charge of administration at the Research Department (1981-1984) and Director of State Protocol (1984-1987).

From December 1990 to November 1997, he was Ghana's Ambassador Extraordinary and Plenipotentiary to the Kingdoms of Belgium, the Netherlands and the Grand Duchy of Luxemburg, as well as Head of Mission to the European Communities and the Secretariat of the ACP Group of Nations. He was Ghana's High Commissioner to Canada from August 1976 to November 1981.

Ambassador Abankwa was a member of the ECOWAS Council of Elders from the January 2000 to December 2002. Presently, he is a consultant and is consulting for the Ministry of Finance, Ghana on the "Study of the Impact of the West African Economic and Monetary Union on Ghana".



Bishop Paul Bemile was born on December 20th 1939. He had his seminary education at St. Victor's Major Seminary in Tamale, Ghana and was ordained a priest on August 3rd 1968, at Nandom in the Upper West Region. From 1968 to 1970, Bishop Bemile studied Licentiate in Theology (STL) at the Gregorian University. He also studied at the Biblical Institute, Jerusalem (1970-1971); took Licentiate in Scriptures (SSL) Biblical Institute, Rome (1971-1973 and specialised in Biblical studies at the State University of Regensburg, Germany (1978-1983) and did his Doctorate in Theology at the Jesuit School of Theology at Berkley, USA (1989-1990 Sabbatical Year).

Following his Licentiate in Scriptures, Bishop Bemile worked as an Assistant Pastor and Youth Chaplain at Ko. Between 1974 and 1978 he lectured in Biblical Exegesis and Biblical Greek at St. Victor's Seminary, where he was Dean of Studies. He was also Editor of the Northern Review (a local Newsletter) and a member of the Theological Commission in Tamale and Wa Dioceses.

Bishop Bemile was the Assistant Pastor at Kelheim Affecking, Germany (1978-1983). He returned and resumed his position as Lecturer and Dean of Studies at St. Victor's Major Seminary for seven years (1983-1989). During the period, he was the Vice-President of the National Union of Ghana Diocesan Priests Association (NUGDPA) and in 1988, he was a member of the SECAM Biblical Commission.

In 1990, Bishop Bemile was appointed the Rector of St. Victor Major Seminary, a position he held till 1995. He also held the position of Vice-President of the AECAWA Seminaries Commission. In 1995, he was consecrated as the Catholic Bishop of the Wa Diocese. Consequently, he became a member of the Catholic Bishops' Conference and he is currently the Chairman of the Ethics Commission of the Conference, as well as a member of the Board of Trustees, Catholic University College, Fiapre.

Bishop Bemile's publications include 'The Magnificat within the Context and Framework of Lukan Theology', Frankfurt: Peter Lang 1986; 'From Assistant Fetish Priest to Archbishop (editor)', New York: vantage Press 1987 and 'Small Companion to the Bible', Tamale 1993. As Bishop, he has issued several Pastoral Letters notable among which are the Pastoral Letter on the First Synod of the Diocese of Wa, 1996 and Pastoral Letter on the Diamond Jubilee of the Diocese of Wa, 2004.

Bishop Bemile speaks Dagaare, Dagbani, English, French, German and Italian fluently and has reading knowledge of Greek, Latin and Hebrew.



Ms. Gloria Ofori-Boadu was born on the 9th of April 1964. She is a Barrister and Solicitor by profession and an advocate for the fair treatment and development of women.

Ms. Ofori-Boadu graduated from the University of Ghana in 1987 with BA (Hons.) Law and Political Science. She took her professional Law studies at the Ghana School of Law and graduated in October 1990, and was admitted to the Ghana Bar the same year. From 1995 to 1996, Ms. Ofori-Boadu studied at the Georgetown University Law Centre, Washington DC for her Master of Laws (LL.M.).

Ms. Ofori-Boadu also possesses a Professional Banking qualification from the Chartered Institute of Bankers, England and Wales and a Diploma from the Raoul Wallenberg Institute of Human Rights and Humanitarian Law at the University of Lund in Sweden.

Between June and December 1996, Ms. Ofori-Boadu was a Congressional Fellow with the 1st District N.C. in the United States of America House of Representatives, Washington D.C. Prior to this date, she worked as a Legal Practitioner (Family Law, Business and Commercial Law) with the Tetteh and Co., Accra and also as a Legal Adviser and Secretary at the National Investment Bank for eleven years (1983-1994). She was also a Consultant and Trainer on "Principles of Banking Law" for Ghana Institute of Bankers, "Law Relating to Banking Services" for National Investment bank and, "Business, Company and Partnership Law" for the Institute of Chartered Accountants.

From March 1999 to June 2003, Ms. Ofori-Boadu was the Executive Director of the Ghana branch of the International Federation of Women Lawyers (FIDA-GHANA). Through her hard work the public image of FIDA-Ghana as a credible advocacy organisation influencing national policy has been established. In addition, within six months of her tenure as Executive Director, she increased support to FIDA-Ghana via funding from donors, private companies and individuals substantially. She is the founder and current President of Women Assistance and Business Association (WABA), a local NGO that was established in June 1996 to provide skills training, micro credit functional education on civic, human rights and legal literacy education, as well as leadership skills to beneficiaries of the Association.

Ms. Ofori-Boadu has been engaged in various community service activities and is now the elected Assembly-member for the Adenta Frafraha in the Tema Municipal Assembly. She has also served as a Resource Person for various seminars and workshops including "Women Parliamentarians and the Media", "Adolescent Reproductive Health Orientation" and a seminar on "Child Maintenance, Problems and Issues of Teenage Mothers". In addition, she has served on a number of National Boards and assignments. They include; being a member of the Advisory Committee of the President of Ghana on the May 9th Accra Sports Stadium Disaster, the Revenue Agencies Governing Board of Ghana and the National African Peer Review Mechanism Governing Council.

Besides Plays and Poetry she has written, her recent publications are: "The Rights of the Ghanaian Child", "FIDA Handbook on Domestic Violence", "The Rights of the Ghanaian Woman" and "Election Campaign and Fundraising Strategies".



Mr. Nutifafa Kuenyehia was born on 22nd September, 1944. He studied at the University of Ghana and the Ghana School of Law where he attained an LLB (Hons) degree and a Certificate in Law respectively.

Mr. Kuenyehia's leadership skill has been evident throughout his education. Consequently, he held key student positions in educational institutions he attended. He was the President of the Junior Common Room of Mensah Sarbah Hall and Secretary of the Law Students' Union at the University of Ghana.

His active professional life is manifested in his membership in several national and international professional associations. He was the Chairman of the African Forum of the International Bar Association (2000-2002), Chairman of the African Steering Committee of the International Bar Association (1998-2000), Co-Vice Chairman of the General Practice Programme Committee of the International Bar Association (1997-2000), the President of the Ghana Bar Association (1992-1995) and Honorary Secretary of the Ghana Arbitration Centre.

Mr. Kuenyehia has served on a number of constitutional, statutory and other bodies. He was a member of the National Media Commission from 1997 to 2000, and assumed its Chairmanship position from 2000-2003. He also served a member of the Judicial

Council of Ghana (1992-1998), the General Legal Council of Ghana (1995-1999), National Housing Advisory Panel (1988-1992) and Appeals Committee of Ghana Football Association (1992-1997), assuming its Chairmanship position from 1995 to 1997.

Notable international assignments he has participated in include serving as an Observer of the International Commission of Jurists at the Trial of Saro Wiwa and others in Nigeria (1995), an Observer of the International Bar Association at the abortive trial of Chief Moshod Abiola of Nigeria (1994) and as member of the Joint International Observer Group for Malawi's Presidential and Parliamentary Elections in 1994.

Mr. Kuenyehia was a Guest Lecturer at PAV Ansah Memorial Lectures in Ghana (1994), Chief Justice Benedicto Kiwanuka Memorial Lectures, Uganda (1995) and John Mensah Sarbah Memorial Lectures, Ghana (2003). He has received a number of honorary awards, among which is an Award of Merit by the Ghana Bar Association in recognition of his contribution to the cause of the Bar, introduction of innovative programme and projects, and uplifting the image of the Ghana Bar at the regional and international levels.

He is currently a Private Legal Practitioner at Kuenyehia and Co. and has an ongoing project on a law report on Chieftaincy in Ghana. Mr. Nutifafa Kuenyehia is also the Director of the Ghana Legal Literacy and Resource Foundation and the Chairman of Kamens Prime Limited.



Dr. Francis Appiah was educated at the University of Ghana and subsequently had his PhD in Administration and Organisation Science at the University of Bergen, Norway. He taught at the University of Bergen from 1992 to 1996. In 1996 he joined the School of Administration now University of Ghana Business School, University of Ghana as a Lecturer. He has since then taught Organisation and Administrative Science, Public Management and Organisation Development among others.

In March 2002 he was engaged by UNDP to set up and head the NEPAD Secretariat at the Ministry of Foreign Affairs where he was adviser to the Minister and the President of Ghana on the implementation of NEPAD in Ghana. From May 2002 to March 2004 was Ghana's Representative to the NEPAD Steering Committee.

With the establishment of the Ministry of Regional Cooperation and NEPAD he became the National Technical Adviser on NEPAD. When

Ghana acceded to the African Peer Review Mechanism and the National African Peer Review Mechanism-Governing Council was inaugurated, he was appointed Executive Secretary and Chief Consultant.

Dr. Appiah has written extensively on APRM and NEPAD related topics. He has travelled extensively in Europe and Africa to share his experiences on NEPAD and APRM including UN Organisations. In 2007 he got the German-African Award from the German Chancellor Angela Merkel, as the African who made the most outstanding contribution towards the development of the continent. His latest book is Professionalism and Public Administration in Africa 2004, University of Copenhagen Press.

APRM WATCH

A Publication of the
NATIONAL AFRICAN PEER REVIEW
MECHANISM - GOVERNING COUNCIL
Accra, Ghana.

