

COMMISSION ON HUMAN RIGHTS AND ADMINISTRATIVE JUSTICE

5 YEAR STRATEGIC PLAN 2021-2025



2021-2025

5 YEAR STRATEGIC PLAN 2021-2025



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LIST OF ACRONYMS

AAAC	African Association of Anti-Corruption Authorities
ABC	Anti-bribery and corruption
AJ	Administrative Justice
AOMA	African Ombudsman and Mediators
ARAP	Accountability, Rule of law and Anti-Corruption Programme
AU	African Union
CACU	Corporate Affairs and Communications Unit
CDD	Centre for Democratic Development
CEPEHRG	Centre for Popular Education and Human Rights, Ghana
CHRAJ	Commission on Human Rights and Administrative Justice
CPESDP	The Coordinated Programme for Economic and Social Development Policies
CSOs	Civil Society Organisations
EOCO	Economic and Organised Crime Office
EU	European Union
e-CMS	Electronic Case Management System
FIIAP	Fundación Internacional y Para Iberoamérica de Administration y Politicas Públicas
GACC	Ghana Anti-Corruption Coalition
GANHRI	Global Alliance of National Human Rights Institutions
GIFMIS	Ghana Integrated Financial Management Information System
GoG	Government of Ghana
GII	Ghana Integrity Initiative
GSGDA II	Ghana Shared Growth and Development Agenda II
HiLiC	High-level Implementation Committee
HO	Head Office
HR	Human Rights
IOI	International Ombudsman Institute
IAAC	International Association for Anti-corruption Authorities
MDAs	Ministries, Departments and Agencies
MOFEP	Ministry of Finance and Economic Planning
MoU	Memorandum of Understanding
MMDA	Metropolitan, Municipal and District Assembly
MONICOM	Monitoring and Evaluation Committee
NACAP	National Anti-corruption Action Plan
NACIWA	Network of National Anti-Corruption Institutions in West Africa
NACoRD	National Anti-Corruption Reporting Dashboard
NANHRI	Network of African National Human Rights Institutions

NHRI	National Human Rights Institutions
NNHRI-WA	Network of National Human Rights Institutions in West Africa
ODI	Organisation Development Institute
OVI	Objectively Verifiable Indicators
PE	Public Education
PNJNC	Public Services Joint Negotiation Committee
POS	Perfector of Sentiments Foundation
SDG	Sustainable Development Goals
SO	Strategic Objective
SP	Strategic Plan
SSSS	Single Spine Salary Structure
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToR	Terms of Reference
UNCAC	United Nations Convention Against Corruption
UNODC	United Nations Office on Drugs and Crime

ACKNOWLEDGEMENT

Substantial efforts and commitment were invested in the formulation of the Commission's new strategic plan which has a span of five years, commencing the year, 2021 and ending 2025.

The Commission acknowledges the immense support of the following: the European Union Delegation in Ghana headed by H.E Ambassador. Diana Acconcia for her leadership and the continuous financial support from the Accountability, Rule of Law and Anti-Corruption Program (ARAP); the Ambassador of Spain to Ghana, H.E Alicia Rico Perez; the Fundación Internacional y Paralberoamérica de Administración y Políticas Públicas (FIAPP) and the leadership of Ms. Ana Sanchez for making provision for Consultancy fees for the review and development of the plan; as well as Mr. Tuinese Amuzu, the Rule of Law Expert at FIAPP/ARAP, for his dedication and support throughout the process.



My special gratitude goes to the Deputy Commissioners of the CHRAJ, Mr. Richard Quayson and Mercy Larbi, and Mr. Festus Mensah, Deputy Director, BPPI, for their leadership and innovative participation in successfully driving the process. The participation and contributions of all directors and unit heads at the head office as well as the regional directors are highly appreciated.

Finally, I commend Mr. Noble Kumawu, the Consultant and his able assistant in structuring and guiding the discussions towards the development of this great outcome document.

Joseph Whittal
Commissioner, CHRAJ

PREFACE

The Commission has over the years made strides in the advancement of human rights, administrative justice and integrity in Ghanaian society. The priorities set out in this new Strategic Plan (SP) build on the Commission's work from inception to date.

The development of this plan engaged the active participation of the members of the Commission and staff from its Head, regional, and district offices as well as with support from relevant external partners. This participatory and consultative approach engenders the Commission's ownership of the plan as well as provides a firm basis for the implementation of its strategic objectives.

The programmatic directions of the new strategic plan draw on the significant gains that have been made with respect to safeguarding the rights of individuals, reinforcing efficiency and accountability and promoting efforts to combat corruption.

On account of the gains on the human rights front, the Commission in March 2019, retained its "A" status reaccreditation for its compliance with the Paris Principles. Relatedly, the Commissioner of CHRAJ was unanimously elected as President of the Network of National Human Rights Institutions (NHRI), West Africa at its meeting in Accra in March and re-elected Chairman of the Network of National African Human Rights Institutions (NANHRI) Working Group (WG) on the Sustainable Development Goals, Agenda 2030 and the African Agenda 2063.

In a bid to strengthen efficiency and accountability in Ghana, CHRAJ in consultation with the Office of the Senior Minister and sixteen (16) other selected public sector entities with the support of the World Bank (WB), under the Public Sector Reform for Results Project (PSRRP) has initiated the process for strengthening the capacity of the Commission in policies, processes and practices in relation to its administrative justice mandate and for advising on public service delivery on internal grievance redress and complaints handling of administrative services and related complaints in the MDAs.

Efforts to combat corruption are also evidenced by the numerous high-profile cases that the Commission has handled particularly between 2015 and 2020.

The new Strategic Plan, on the basis of the foregoing commendable gains, demonstrates the Commission's determination to - engage with all relevant actors in ensuring that Human Rights are respected, power is held accountable and governance is transparent for all. In this regard, the Commission will in the next five years, provide new impetus to its operational/functional mandates which include investigations, advisory services, research and monitoring,

public education, as well employing appropriate communication strategies among other areas. The requisite positioning of these operational/functional mandates will augment efforts that will drive the effective delivery on the Commission's three thematic mandates of human rights, administrative justice and anti-corruption.

Notwithstanding the fact that governmental allocations to programming costs have progressively improved year on year, it is still insufficient to adequately support the execution of the Commission's operational/functional and thematic mandates. This Strategic Plan therefore constitutes a framework to mobilise resources from Government and Development Partners as part of their financial obligations to support the successful implementation of the plan. The CHRAJ continues to count on the commitment of the government of Ghana and the CHRAJ's development partners to adequately fund the programming costs of this Strategic Plan, which is GHC 199,293,098 over the next five years.

The Commission yet again, commends its staff for their active participation, and contributions towards the development of the plan. It continues to count on the professional and solid commitment of all staff to promote the effective implementation of the objectives of its new Strategic plan.

FOREWORD

The 2021-2025 Strategic Plan of the CHRAJ provides a renewed commitment to promote, protect and enforce human rights and freedoms, fair administration and integrity in public service. This commitment outlines a clear delineation of the Commission's operational/functional mandate areas namely: promotion, protection and enforcement, as well as its thematic mandate areas of human rights, administrative justice and anti-corruption.

The first phase of the Commission's existence sought to provide an appreciation of the role and function of the Commission as an independent and trusted National Human Rights Institution (NHRI). The second phase, which aimed at aligning the Commission's work with national goals, improving internal efficiency, improving public awareness and financial autonomy spanned the period 2011 to 2015 and extended further to 2019, following the expiry of the 2011-2015 SP. This third phase of the Commission covers the period from 2021-2025, which draws on the Commission's vision to promote a free, fair and equitable society. In line with this vision, five strategic objectives have been formulated to drive the Commission towards achieving its mission

This new SP comes at a time when there is an increasing demand to link up with various stakeholders such as state, civil society, development partners, businesses, and UN agencies, towards the implementation of the SDG 2030 and the 2063 African Union agenda. In view of this, the Commission will position itself with appropriate management and technical capability ensuring a balance of requisite skills and staffing numbers, towards delivering effectively on its operational and thematic mandates.

EXECUTIVE SUMMARY

The Commission on Human Rights and Administrative Justice (CHRAJ) has a constitutional mandate to promote and protect human rights, play the role of an ombudsman and act as an anti-corruption agency. In order to effectively deliver on her mandate, the Commission implemented a 5-year Strategic Plan (SP) from 2011 to 2015. Following the expiration of the SP, there has been no formalised strategy that guided the Commission's activities during the period 2016-2019. National policy documents like the Ghana Shared Growth and Development Agenda II (GSGDA II) which required the Commission to promote transparency, responsiveness and accountability; the government's Coordinated Programme of Economic and Social Development Policies (CPESDP); the Sustainable Development Goals (SDGs); Africa Agenda 2063, other national and international policies gave some form of direction to the Commission.

To chart a new strategic direction for the Commission, after the expiration period, the EU through FIIAP/ARAP Ghana extended support to the Commission for the development of a new 5-Year Strategic Plan. The expired plan had its challenges and successes. Taking account of the weaknesses of the expired plan and drawing from data collected from the field that put the Commission and its activities into perspective, this Strategic Plan attempts to address the shortfalls. With a new organogram that strongly depicts the new CHRAJ that it wants to be – taking its rightful place at the forefront of human rights, anti-corruption and ombudsman situations in the country backed by robust data to set the baseline – this SP serves as a bold step in the right direction. Also, cross-cutting functions like public education and research have found adequate space in this SP.

Through facilitator-directed brainstorming and small group discussion sessions, a new vision and mission statement were formulated. Five strategic objectives were birthed, which the Commission believes will drive its activities for the next five years. The budget for the Strategic Plan 2021-2025 is GHC 199,293,098.

Chapter Outline

Chapter one gives an introduction to the document, a brief profile about the organisation, its vision, mission and functions. It also presents the broad risks and assumptions underlining the strategic plan.

Chapter two provides an analysis of the Commission’s stakeholders and the environmental analysis out of which key issues to inform strategy were derived.

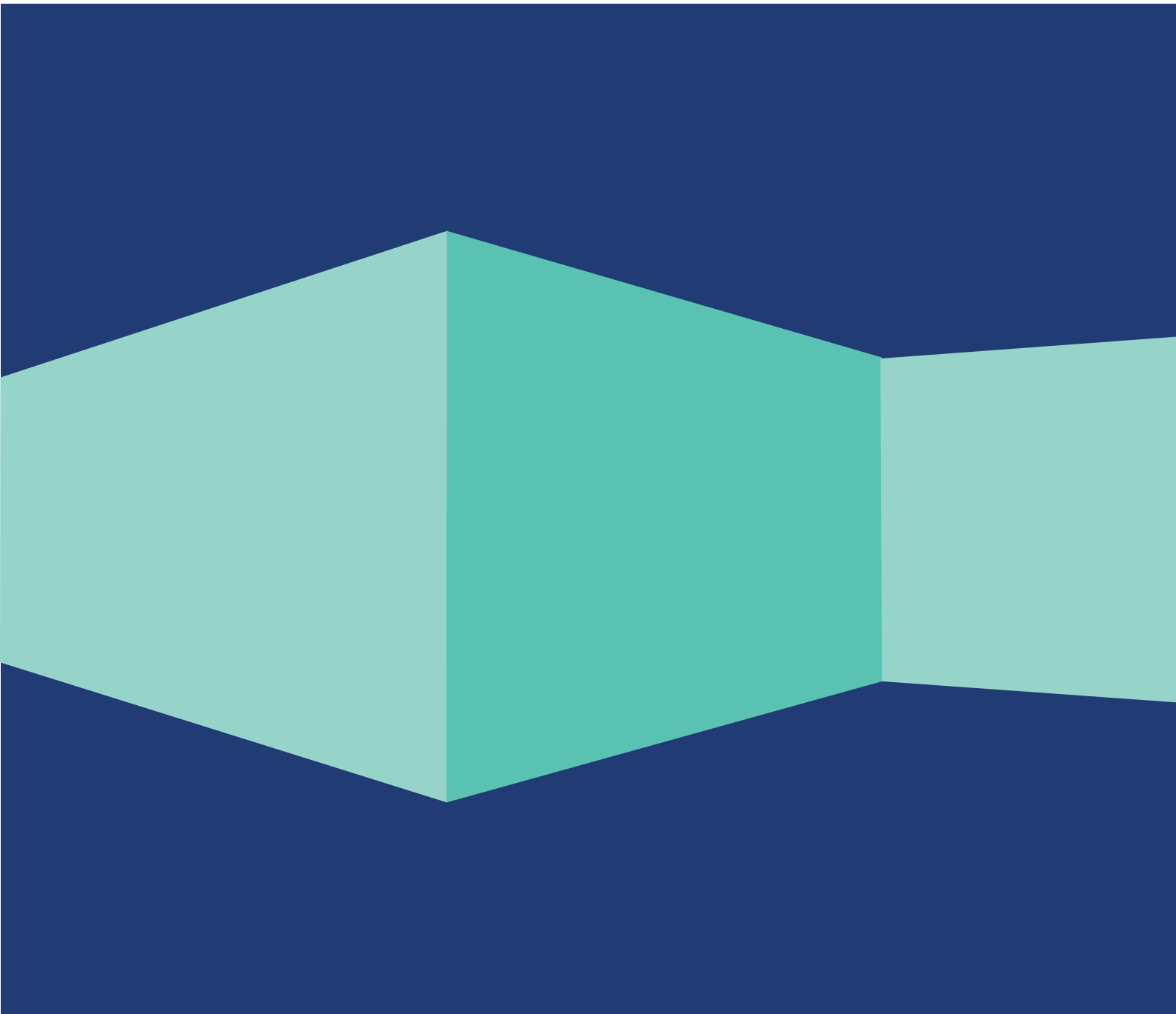
Chapter three outlines the strategic objectives and the activities that will yield the objectives.

Chapter four presents the implementation plan for the strategic objectives.

Chapter five provides the financial framework as well as the budget for the plan.

Chapter one

INTRODUCTION



INTRODUCTION

Background

Ghana's democracy has been quite strong and touted as a beacon to follow especially in the West African sub-region. Economic growth in 2019 has been pegged at 5.9 and 6.2 by the IMF¹ and the World Bank² respectively. Other macro-economic indicators are also favouring development. Having attained lower middle income status in 2010, the question of sustainability is an issue of concern. To ensure this, integrating human rights norms and principles into every area of development is a sure way of consolidating the gains made thus far.

The Sustainable Development Goals (SDGs) seek to actualize the human rights of all persons and to achieve gender equality for all societies through institutional strengthening and global partnerships³. Africa's Agenda 2063 aspires to create a continent of free citizens, where the full potential of women and youth, boys and girls are realized⁴. Serving as the roadmap for all countries, it is evident that the SDGs can only be achieved if human rights are made an essential part of it. Ghana can only tout itself in achieving the SDGs if human rights are given the needed attention, and by extension, institutions mandated to safeguard the human rights of the citizens of Ghana are adequately resourced and given the free hand to operate.

The 1992 Constitution of Ghana has enshrined in Chapter 5, the fundamental human rights and in Chapter 6 the Directive Principles of State Policy giving direction for the realisation of civil and political rights as well as the economic, social and cultural rights of its citizens. These provisions show to a large extent that human rights are adequately covered in the Constitution. Additionally, Ghana has signed on to all the major conventions on human rights which enjoin the country to act in ways consistent with the various instruments it has subscribed to. What remains, and most significantly necessary, is commitment to the implementation of these laws. As being advocated by CHRAJ, the human rights-based approach holds great prospects for Ghana's development as mainstreaming them into the development agenda will allow for widespread engagement, mind-set and attitudinal change that will ultimately ensure sustainability of the development efforts of the country.

1 International Monetary Fund (IMF). 2017. World Economic Outlook database: April 2017. <http://www.imf.org/external/pubs/ft/weo/2017/01/weodata/index.aspx>

2 World Bank. 2017a. World Development Indicators. <http://databank.worldbank.org/data/reports.aspx?source=world-development-indicators>

3 <https://sustainabledevelopment.un.org/post2015/transformingourworld>

4 Agenda 2063. The Africa we want. Final Edition, April 2015.

With CHRAJ playing the gate-keeping role in human rights and corruption in Ghana, significant gains have been made with respect to safeguarding the rights of individuals and contributing to the combat of corruption. This is seen in the numerous high profile cases that it has handled and disposed of. The period between 2015 and 2019 has seen a significant increase in the number of cases the Commission has received. However, Ghana continues to perform poorly in inequality with a GINI-index⁵ from 42.40 in 2012 to 43.50 in 2016 at a rate of 3.58%. According to Transparency International, perceived corruption is high in several government sectors. Ghana ranked 78th out of 180 on the corruption table with a score of 41 in 2018.

As part of the efforts to strengthen anti-corruption activities in Ghana, the World Bank programme, i.e. the Ghana Secondary Cities Support Programme (GSCSP), under the Ministry of Local Government has entered into an MOU with CHRAJ to handle Fraud and Corruption (F&C) allegations. In this programme, CHRAJ is expected to be responsible for receiving F&C complaints, record keeping and investigations, preparation of annual reports specifically on F&C and supervising the handling of F&C grievances by Municipal Assemblies. An online portal (NACoRD) for reporting activities by MMDAs under the National Anti-corruption Action Plan (NACAP), was launched in 2018 and has seen about 169 governmental and non-governmental institutions adopt and use the system. Also, in a bid to strengthen efficiency and accountability in Ghana, CHRAJ is being extended support by the World Bank under the Public Sector Reform for Results Project to strengthen the policies, processes and practices in respect of the Commission's administrative justice mandate and to provide advice to MDAs on internal grievance redress and complaint handling for administrative services.

In respect of its reporting obligations, CHRAJ has consistently, over the years been accountable to the various national and international institutions like the National Development Planning Commission (NDPC), the Ministry of Finance and Economic Planning (MOF), the Parliament of Ghana, Commonwealth Human Rights Forum, United Nations Convention Against Corruption (UNCAC) and the Africa Commission on Human and Peoples Rights (ACHPR). Regardless of the multifaceted challenges which beset the Commission, (chief of them being inadequate budgetary allocation resulting in inadequate resources to execute its mandate) significant strides have been made in the Commission's work. CHRAJ, in March, 2019 retained its "A" status reaccreditation for its compliance with the Paris Principle. The Commissioner was unanimously elected as President of the Network of National Human Rights Institutions (NHRI), West Africa, at its meeting in Accra in March, 2019. The decision to relocate to Ghana the Secretariat of the Network from Nigeria is a feather in the cap of CHRAJ and, to quite an extent, a referendum on the human rights credentials of Ghana.

Profile of CHRAJ

The Commission on Human Rights and Administrative Justice (CHRAJ) is a creation of the 1992 constitution and established by the CHRAJ Act, 1993 [Act 456]. Pursuant to constitutional provisions in Articles 218 (a) , 218 (b), 218 (e), 218 (f) , 284-288 of the 1992 Constitution,

⁵ <https://knoema.com/atlas/Ghana/topics/Poverty/Income-Inequality/GINI-index>

and legislative provisions of the CHRAJ Act 456, 1993: Sections 7(1) (a), 7(1) (b), 7(1) (e), and 7(1) (g)The Commission under its operational/functional mandates of promotion, protection and enforcement, performs a broad range of functions such as investigations, provision of redress, research and monitoring, public education, cooperation with national, regional and international organizations among other related advisory functions.

Constitutional and Statutory functions

The Act specifies the functions of CHRAJ as follows:

1. to investigate complaints of violations of fundamental rights and freedoms, injustice, corruption, abuse of power and unfair treatment of any person by a public officer in the exercise of his official duties;
2. to investigate complaints concerning the functioning of the Public Services Commission, the administrative organs of the State, the offices of the Regional Co-ordinating Council and the District Assembly, the Armed Forces, the Police Service and the Prisons Service in so far as the complaints relate to the failure to achieve a balance structuring of those services or equal access by all to the recruitment of those services or fair administration in relation to those services;
3. to investigate complaints concerning practices and actions by persons, private enterprises and other institutions where those complaints allege violations of fundamental rights and freedoms under this Constitution;
4. to take appropriate action to call for the remedying, correction and reversal of instances specified in paragraphs (1), (2) and (3) of this clause through such means as are fair, proper and effective measures including:
 - negotiating a compromise between the parties concerned; causing the complaint and the finding on it to be reported to the superior of an offending person;
 - bringing proceedings in a competent Court for a remedy to secure the termination of the offending action or conduct or the abandonment or alteration of the offending procedures; and
 - bringing proceedings to restrain the regulation by challenging its validity if the offending action or conduct is sought to be justified by subordinate legislation or regulation which is unreasonable or otherwise ultra vires;
5. to investigate all instances of alleged or suspected corruption and the misappropriation of public monies by officials and to take appropriate steps, including reports to the Attorney-General and the Auditor-General, resulting from such investigations;
6. to educate the public as to human rights and freedoms by such means as the Commissioner may decide, including publications, lectures and symposia; and
7. to report annually to Parliament on the performance of its functions.

Mandates

The operational and functional mandates are leveraged to make distinctive and valuable contributions to the thematic mandates of Human Rights, Administrative Justice and Anti-Corruption of whose specific provisions are as follows:

1. National Human Rights Institution

Article 218 (a), (c) and (f) of the 1992 Constitution and Section 7(1) (a), (c) and (g) of the CHRAJ Act mandates the Commission to protect universal human rights and other freedoms relating to civil, political, economic, social and cultural rights. It performs this mandate through: (i) Promotion and prevention (public education and awareness creation, research and monitoring) (ii) Protection and enforcement (investigations). It also has the role of reporting annually to Parliament on the performance of its functions.

2. Administrative Justice (Ombudsman)

Article 218 (a), (b) of the 1992 Constitution and section 7(1) (a), (b) of Act 456 mandates the Commission to protect and promote administrative justice to ensure that the government and its officers are accountable and transparent. The Public Services Commission and other administrative organs of State, the Armed Forces, the Police Service and the Prison Service are also to be investigated upon receipt of complaint concerning their functioning “in so far as the complaints relate to the failure to achieve a balanced structuring of those services or equal access by all to the recruitment of those services or fair administration in relation to those services” – Article 218 (b).

3. Anti-Corruption Agency

As an anti-corruption agency, Article 218 (a) & (e); 284-288 of the 1992 Constitution and Section 7(1) (a), (e) & (f) of Act 456 mandates the Commission to:

- Investigate allegations of corruption and conflict of interest, abuse of power/office, and misuse of public monies in the public service;
- Investigate disclosures of impropriety under the Whistle-Blowers Act and complaints of victimization of whistle-blowers in both the public and private sectors;
- Provide free advice and services on corruption prevention in Ghana;
- Work to reduce opportunities for corruption in corruption-prone sectors by assisting to implement corruption prevention measures and putting in place robust systems for checking corruption.
- Sensitize the general public about corruption and enlist public support to fight corruption at all levels of society.

Structure of CHRAJ

The Commission, on the basis of its operational and thematic mandates currently has in its organisational structure the following:

- **The Commission:** The Commission is the governing body of CHRAJ. It is made up of the Commissioner and two deputies. They are responsible for taking strategic decisions that will drive the Commission towards achieving its vision. Constitutionally, CHRAJ is an independent body and must be so in both form and functions as shown in the governing council which has no external member.
- **Senior Management:** This comprises Directors who are heading the various departments of the Commission. Previously, there were five major departments. The new structure has made space for five more, making it possible for the cross-cutting functions and departments which were before subsumed under other departments to have visibility and more freedom to operate. The departments are:
 - *Human Rights Department:* As a thematic mandate, this department promotes and protects the fundamental human rights and freedoms of Ghanaians through investigation, enforcement, public education, research.
 - *Administrative Justice Department:* This department ensures that the government and public officials uphold the administrative justice provisions in the Constitution and are accountable and transparent.
 - *Anti-Corruption Department:* This department investigates the abuse of power, corruption, conflict of interest situations, code of conduct of public officers, impropriety and complaints of victimization of whistle-blowers.
 - *Research Department:* This department supports both the thematic and functional mandates by ensuring that researches of the Commission are well coordinated, sustained and supported with the requisite concerted efforts and relevant documentation.
 - *Public Education Department:* This department is responsible for awareness creation on the mandates of the Commission as well as generally educate the general public on their rights and freedoms.
 - *Investigations Department:* As a functional mandate, the Commission is to investigate cases that fall within its mandate areas. This department is responsible for coordinating the investigation activities of the Commission, but focuses its energy on high-profile cases that come to the Commission.
 - *Legal Services Department:* This department is responsible for enforcing the decisions that the Commission takes on cases. They go to court on behalf of clients to secure judgment as well as give legal advice on cases.
 - *Human Resources and Administration Department:* This department is responsible for staff welfare, day-to-day operation of the office and logistics
 - *Finance Department:* This department takes care of the financial planning to support operations of the Commission, and meeting internal and external financial reporting obligations on the finances of the Commission.
 - *Budget Department:* This division plans and prepares budgets for the Commission's activities.

There are other autonomous units which, by their nature and function, report directly to the Commissioner- Internal Audit Unit, International Cooperation Unit Programmes and Projects etc. (*see CHRAJ Organogram*). Currently at post is a Commissioner and two Deputy Commissioners. The Commission is therefore duly constituted. In total, there are about 696 staff serving in various capacities in the Commission.

Development of the 2021–2025 Strategic Plan

The 2021-2025 Strategic Plan for CHRAJ is a framework that will give direction to the Commission within the period specified and based on specific actions spelt out in the document. In developing this plan, data was collected from various quarters, which informed the representation at the workshop and design of the plan itself. The workshop session invited representation both in terms of geography and expertise. Staff from across the twelve regional and sub-regional offices of CHRAJ were present. Small group discussions and brainstorming sessions gave rise to five strategic objectives.

The first phase of the Commission's existence focussed on getting the general public to have a better appreciation of its mandates and to court public confidence in its capacity to deliver on its mandate. The second phase, spanning the period of the expired strategic plan (2011-2015) and extending into 2019 aimed at aligning the Commission's work with national goals, improving internal efficiency, improving public awareness and expansion in terms of composition, financial autonomy and functional independence. This third phase of the Commission (2021-2025), will be hinged on four pillars:

- Improving the internal processes, especially corporate governance of the Commission to enhance the work.
- Giving attention to the operational/functional mandate areas such as investigations, research and monitoring, public education etc., which drive the activities of the thematic mandate areas of human rights, administrative justice and anti-corruption.
- Improving on the activities in the operational/functional as well as thematic mandate areas to give more visibility and public acceptance of the work of the Commission; enhancing the activities of CHRAJ to make it the first point of call in issues relating to its mandate. It will also focus on issuing biennially a statistical report on the state of human rights, administrative justice and anti-corruption, on the basis of complaints filed with the offices of the CHRAJ nationwide. This data will contribute to setting the baseline for national human right statistics. The statistical state of human rights, administrative justice and anti-corruption report also constitutes a crucial assessment of the implementation of SDG goal 16 in terms of the proportion of Ghana's population that demand the services of the CHRAJ; the type of demands made and the profile of populations that make such demands. This assessment indicates how inclusive, participatory and responsive the CHRAJ's services are in terms of age, socio-economic status, ethnicity, disability, geographical location and other characteristics peculiar to the Ghanaian context.
- Improving staff efficiency through various development programmes and incentives as well as strategies to retain trained staff.

Vision

The new vision of the Commission, occasioned by its new direction, is:

A Free, Just and Equitable Society where Human Rights and Dignity are Respected, where Power is Accountable and Governance is Transparent.

Mission

The mission statement of CHRAJ is:

The Commission on Human Rights and Administrative Justice is an independent constitutional body that ensures respect for Human Rights, holds power accountable and makes governance transparent for all.

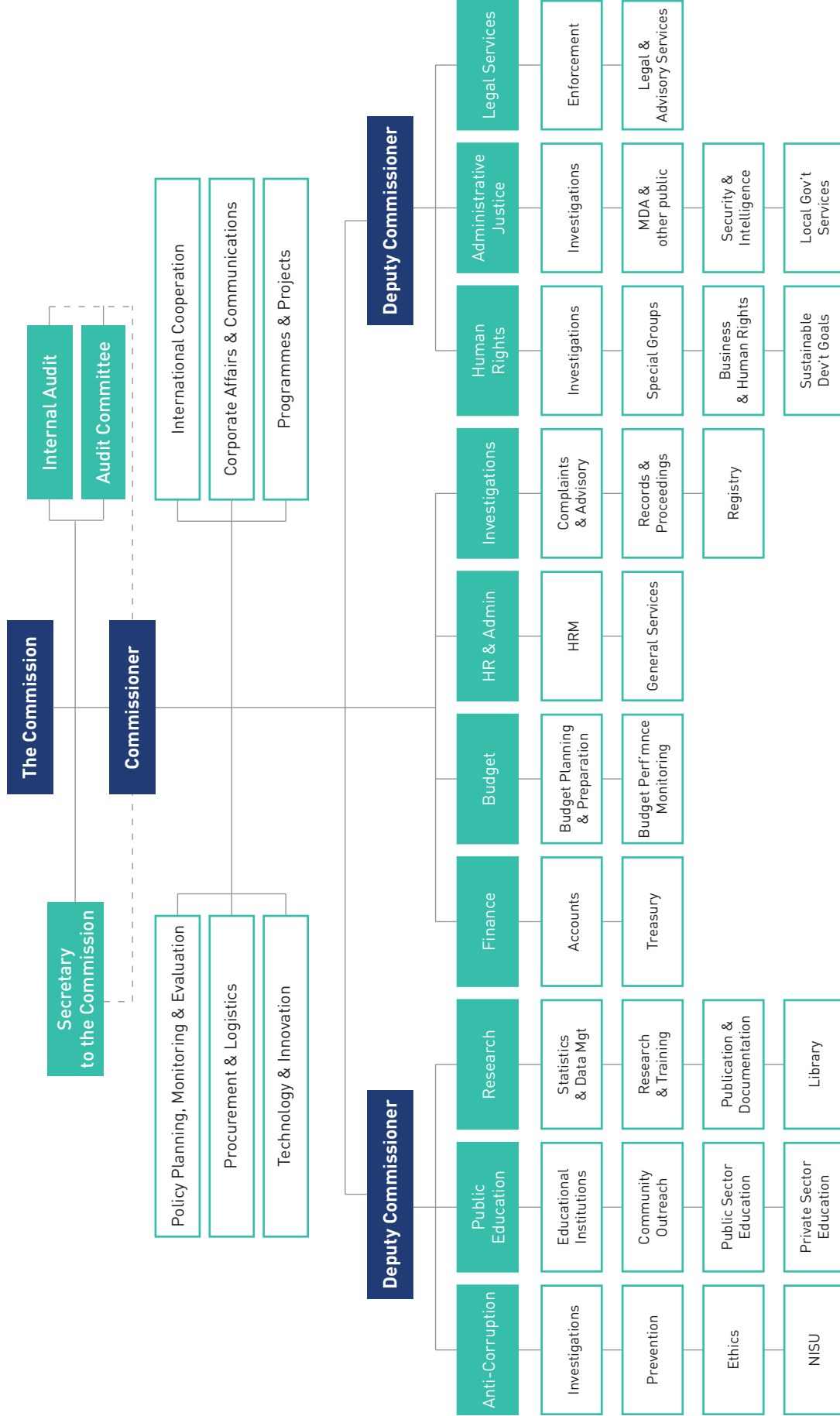
We do these through:

- **INVESTIGATION SERVICES** – Includes mediation, negotiation, case management, case referrals, court actions, systemic investigations, panel hearing.
- **ADVISORY SERVICES** – opinions given to government, government agencies, and individuals.
- **MONITORING AND RESEARCH** – Dissemination, advocacy and training.
 - statistics and data management;
 - documentation and library services.
- **PUBLIC EDUCATION** – creating public awareness on the mandates and services of the Commission through seminars, symposia, lectures, media engagements, debates, quizzes, essay competitions etc.
- **INTEGRITY MANAGEMENT** – gift management, conflict of interest, assets declaration, ethics.

Core Values

- Human Dignity
- Integrity
- Accountability
- Transparency
- Privacy and Confidentiality

CHRAJ ORGANOGRAM⁶



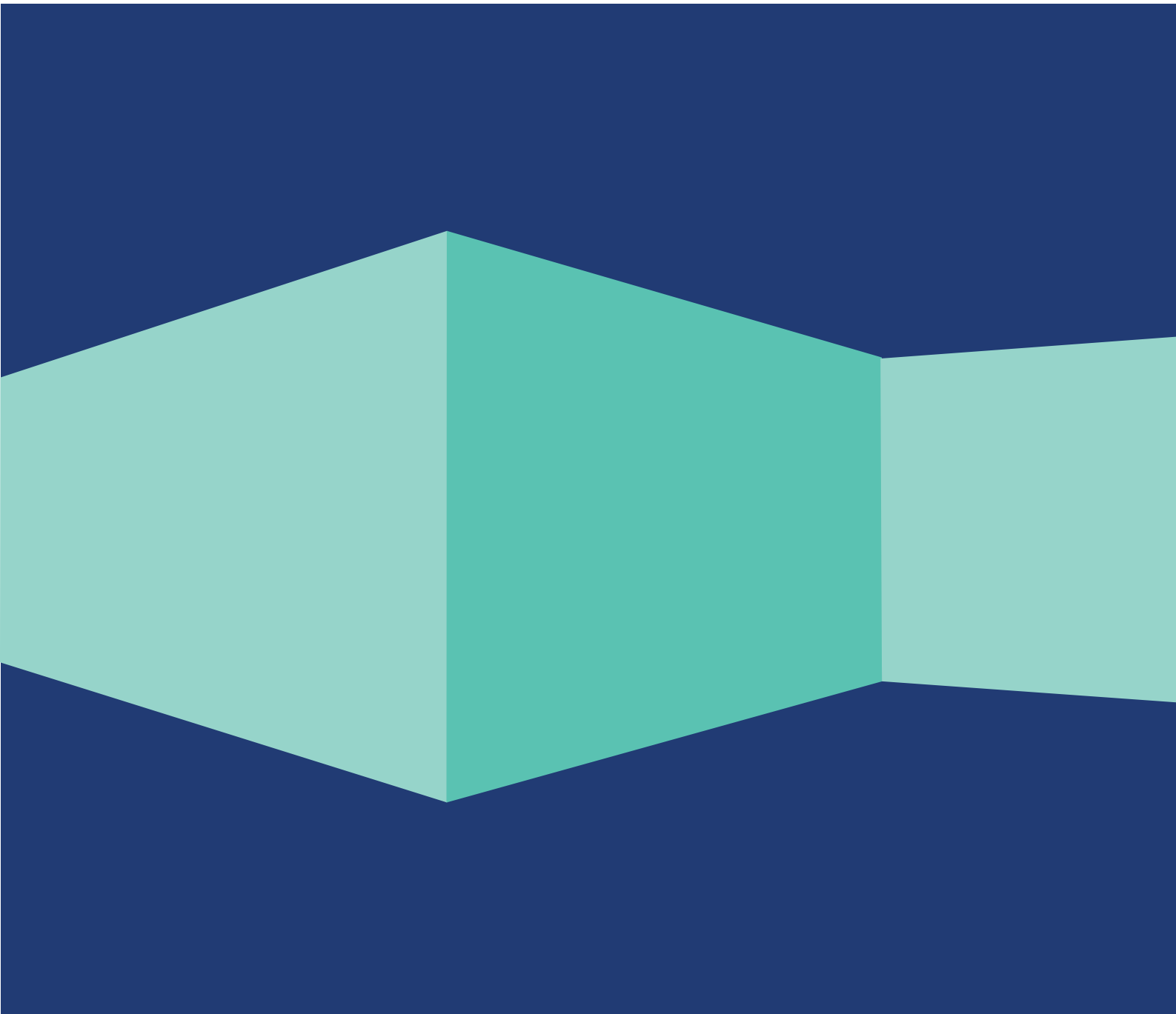
⁶ This organogram is the structure for the Head Office. The regions have their own structure. However, the link to the office is that they report directly to the Commissioner.

Key risks and killer assumptions

1. Top management will commit to the implementation of the plan. To ensure that this happens, certain responsibilities have been assigned to top management to make them responsible for their implementation.
2. There will be acceptance and cooperation by staff and other stakeholders.
3. Timely release of funds by GoG to support the implementation of aspects of the plan.
4. Availability of funds from other sources to implement the plan. A stakeholder meeting will be used to get buy-in from the stakeholders as well as solicit for support from development partners and relevant others for the implementation of the plan.

Chapter two

ENVIRONMENTAL ANALYSIS



ENVIRONMENTAL ANALYSIS

Stakeholder analysis

A stakeholder analysis to identify the key stakeholders of the Commission, their needs and the array of expectations they bring to bear on the Commission is necessary to inform the formulation of strategies to meet those expectations without compromising on its integrity and independence (See *Table 1*). The level of significance shows the level of importance of each stakeholder to the Commission's work. The value "3" represents the highest level of significance, i.e. 3 = High, 2 = moderate and 1 = low.

Environmental scanning (SWOT)

An exercise conducted to scan the internal and external environments using SWOT analysis helped identify the factors that could affect the ability of CHRAJ to achieve its mission (See *Table 2*).

- The Commission has the right calibre of staff, as well as staff who are willing to go the extra mile to help the organisation deliver on its mandate. Increasingly, CHRAJ and its services are becoming known across the country, its independence makes it more welcoming for people to make use of their services.
- Inadequate infrastructure and poor conditions of service remains challenges that affect the work of the Commission. The Commission continues to lose staff, especially in the legal class, due to conditions of service that are comparatively far lower to parallel institutions. Added to these is the financial allocation from government which is not regular, and not adequate.
- The goodwill the Commission enjoys opens it up to a number of opportunities that it can take advantage of. It gives them access to development partners, the media, civil society organisations and other complementing institutions like EOCO. These can be leveraged to enhance the work of the Commission. Ignorance on the part of Ghanaians, poverty which is at the root of a lot of human rights and anti-corruption cases, growing impunity, lawlessness and indiscipline in the country currently opens up opportunity for intensification of the Commission's public education activities.

- Bad cultural practices like Female Genital Mutilation, Witches Camp, early and forced marriage are a major stumbling block to the work of the Commission. Although the Commission is making progress, especially in closing down some of these camps and integrating them into society, a lot more has to be done.

Key issues

The SWOT analysis led to the identification of a number of key issues which in turn informed the strategic objectives that will give direction to the Commission.

- Adequate infrastructure at all levels including state-of-the-art technology: Logistically, CHRAJ is seriously challenged. The situation is even worse in the regions /districts where they work with very little or no resources. In spite of the limited resources, the Commission has still made strides in making itself visible and credible. A lot can be achieved if adequate infrastructure is made available, especially in the regions / districts.
- Financial autonomy: Government of Ghana is responsible for funding the operations of CHRAJ. CHRAJ's allocation is also determined by government which is woefully inadequate to fund the activities of CHRAJ. A recent Supreme Court ruling on funding for independent bodies intimated that CHRAJ has financial autonomy. What is left is for CHRAJ to engage the processes for budgeting, which has been declared unconstitutional so as to have the liberty to access adequate funding for its operations.
- Mainstreaming SDGs and Africa Agenda 2063 into the work of the Commission: Being the goals driving the national agenda, SDGs and Africa Agenda 2063 must definitely inform the work of the Commission and the direction the Commission intends to go. Therefore, elements of these global and regional goals which directly or indirectly impact the work of the Commission are taken cognisance of and incorporated into the plan. The outcome document on human rights-based approach to SDGs has outlined strategies to help NHRIs to mainstream SDGs into their operations, of which policy, institutional coherence and data is key.
- Promotion, protection and enforcement of human rights and freedoms as well as fair administration and integrity in public service: This encompasses the three-fold mandate of CHRAJ. In order not to lose sight of key elements of the mandate, as all three have been subsumed under this key issue, this has been further broken down in the strategy formulation.
- Improve conditions of service to retain and attract requisite skill set and link it to productivity: High attrition rate as a result of poor conditions of service has to be addressed.

Five strategic objectives have been formulated to drive the Commission towards achieving its mission. These are:

- **Strategic Objective 1 (SO1): Human Rights situation in Ghana improved by 10% by 2025.**
- **Strategic Objective 2 (SO2): Administrative Justice in Ghana improved by 10% in 5 years.**
- **Strategic Objective 3 (SO3): Corruption in Ghana reduced by 5% by 2025.**
- **Strategic Objective 4 (SO4): Working conditions in CHRAJ improved by 10% by 2025.**
- **Strategic Objective 5 (SO5): Corporate governance and reporting obligations in CHRAJ improved by 5% by 2025.**

A strength that this document carries with it is the ownership of the process and content by staff of the Commission (which will foster a buy-in) and subsequently, will give impetus to successful implementation of the plan.

Table 1. Table showing STAKEHOLDER ANALYSIS of CHRAJ

No.	Name	What the stakeholder expects	What happens if we don't deliver	Level of significance (1 – 3)
1	State	<ul style="list-style-type: none"> - Deliver on the mandates - Prudent use of resources - Submit financial report regularly - Submit annual report on our activities (i.e. Human rights, etc.) 	<ul style="list-style-type: none"> - Loss of confidence in the Commission - Prosecution in case of financial matters - Removal from office, etc. 	3
2	Parliament	<ul style="list-style-type: none"> - Report annually on performance - Submit budget estimates and attend budget hearings - Attend to parliament on request 	<ul style="list-style-type: none"> - Summon the Commission to explain - Non-approval of budgets - Reduced cooperation 	3
3	Audit Service/ Auditor-General	<ul style="list-style-type: none"> - Judicious use of budgetary allocations - Compliance with public financial regulations and laws - Provide responses to audit queries timeously 	<ul style="list-style-type: none"> - Surcharge and disallowance - Recommendation for prosecution - Referral to Public Accounts Committee - Recommendation to Controller for non-payment of salary of staff 	2
4	Media	<ul style="list-style-type: none"> - Provide newsworthy information on the Commission - To deliver on mandates - To fight corruption - Prudent use of resources - Staff to exhibit high level of integrity - Commission to assert its independence - Issue regular press statements on topical issues - Engage them periodically 	<ul style="list-style-type: none"> - Non/low coverage of the activities of the Commission - Bad press 	3
5	Development partners (EU/ World Bank/UNDP)	<ul style="list-style-type: none"> - Judicious use of resources and accountability - Deliver on mandates - Run funded programmes effectively - Timely submission of project report 	<ul style="list-style-type: none"> - Loss of confidence in the Commission - Withdrawal of support - Loss of credibility - Possibility of being blacklisted 	3
6	Complainants/ Clients	<ul style="list-style-type: none"> - Expeditious handling of cases - Fairness, justice and impartiality in case handling - High level of professionalism - Receive free service - Provide regular updates on their cases 	<ul style="list-style-type: none"> - Stop patronising services of the Commission - Tell others their negative experience about the Commission - Loss of confidence in the Commission 	3
7	Ghana Police Service	<ul style="list-style-type: none"> - Collaboration - Sensitization on mandates of the Commission 	<ul style="list-style-type: none"> - Loss of confidence - Non-cooperation 	2



Table 1. Table showing STAKEHOLDER ANALYSIS of CHRAJ (cont.)

No.	Name	What the stakeholder expects	What happens if we don't deliver	Level of significance (1 - 3)
8	Traditional authorities	<ul style="list-style-type: none"> - Collaboration - Sensitization on mandates of the Commission 	<ul style="list-style-type: none"> - Lack of cooperation - Boycott of Commission's activities - Make it difficult to serve processes on respondents 	2
9	Judiciary	<ul style="list-style-type: none"> - Write good decisions - Collaborate with Commission e.g. NACAP implementation - Bring court actions before them and seek available remedies 	<ul style="list-style-type: none"> - Will not uphold decisions of the Commission - Non-achievement of results 	2
10	Staff	<ul style="list-style-type: none"> - Good conditions of service - Safe and healthy working environment - Provision of logistics and resources 	<ul style="list-style-type: none"> - High attrition rate - Low productivity - Industrial actions - Low morale 	3
11	Management	<ul style="list-style-type: none"> - Timely release of funds - Adequate resources - High productivity from staff 	<ul style="list-style-type: none"> - Low morale - Secret job hunting 	3
12	CSO/NGOs/ (Amnesty International, CDD, CEPEHRG, GII, POS foundation, GACC etc.)	<ul style="list-style-type: none"> - More collaborations with the Commission 	<ul style="list-style-type: none"> - Collaboration will die out - Loss of confidence 	2
13	International and regional Human rights/ombudsmen/anti-corruption mechanisms	<ul style="list-style-type: none"> - International cooperation - Share experiences - Reporting obligations - Payment of subscriptions 	<ul style="list-style-type: none"> - Loss of status (Human rights) - Loss of confidence - Break in collaboration - Ratings will come down 	2

Table 1. Table showing STAKEHOLDER ANALYSIS of CHRAJ (cont.)

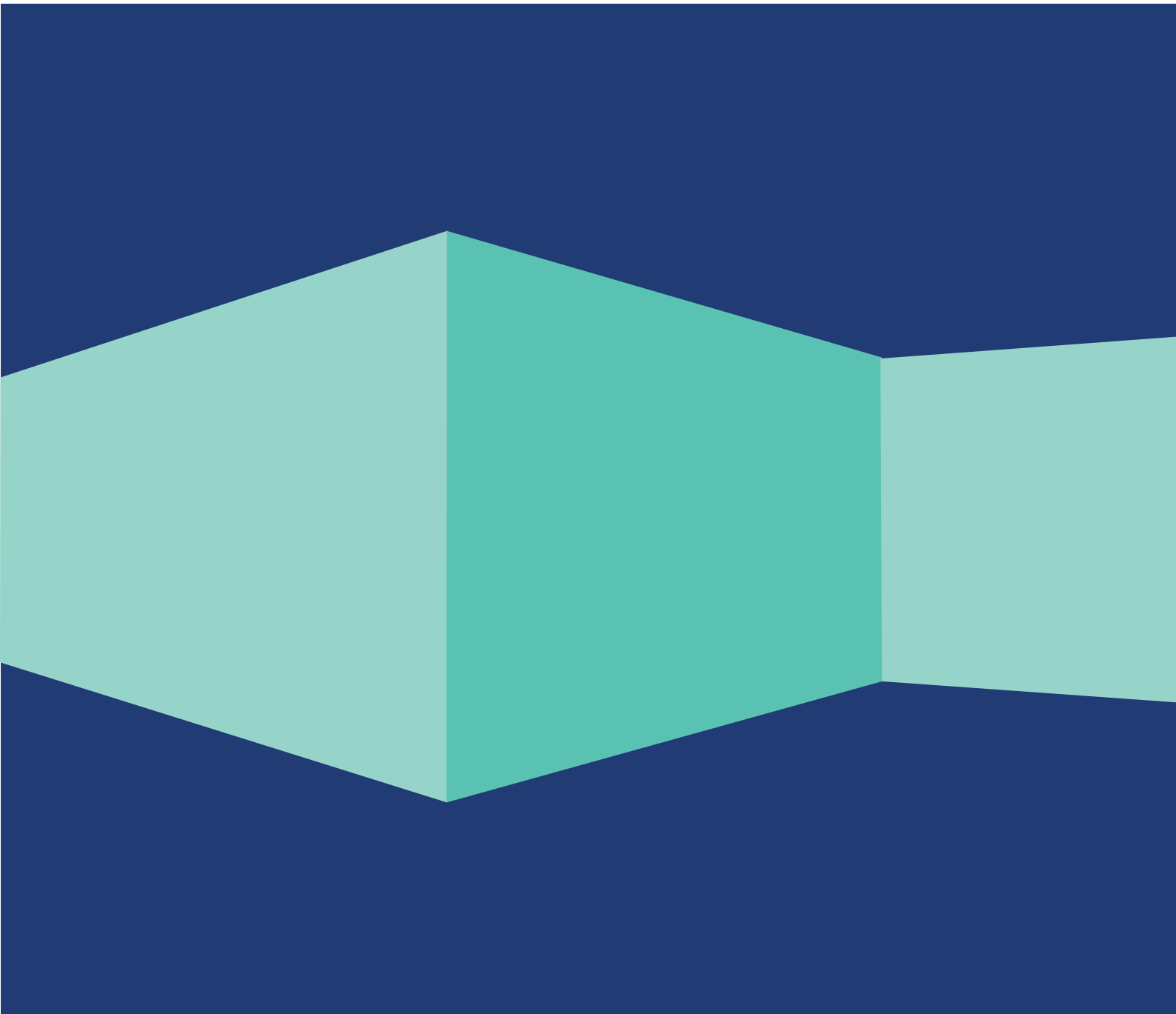
No.	Name	What the stakeholder expects	What happens if we don't deliver	Level of significance (1 - 3)
14	Faith-based organizations	<ul style="list-style-type: none"> - Collaboration - Assist to eliminate harmful cultural practices 	<ul style="list-style-type: none"> - Loss of confidence - Likelihood of preventing CHRAJ from using facilities for public education - Discouraging members from participating in CHRAJ's programmes 	2
15	MMDAs	<ul style="list-style-type: none"> - Good service delivery - Accountability - Collaboration 	<ul style="list-style-type: none"> - Loss of confidence - Loss of credibility - Withdrawal of support 	2
16	Ministry of Finance	<ul style="list-style-type: none"> - Prudent use of budgetary allocations - Submission of budget performance report - Submission of annual work plan and annual budget - Compliance with public financial management regulations and laws 	<ul style="list-style-type: none"> - Withholding of budgetary allocations - Recommendation of prosecution for misapplication of funds 	3
17	Attorney-General	<ul style="list-style-type: none"> - Quality anti-corruption investigation report for prosecution - Effective collaboration in the area of drafting of legislation and laws - To provide expert advice 	<ul style="list-style-type: none"> - Loss of confidence - Lack of successful prosecution 	2

Table 2. SWOT Analysis of CHRAJ

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Qualified human resource 2. Enjoys respect and goodwill across the length and breadth of the country and beyond 3. Constitutional / Functional independence 4. Wide geographic representation 5. Dedicated and loyal staff 6. Improved institutional visibility 7. Free services 8. Legal backing – creature of the constitution and Acts of Parliament 9. Informality of services rendered by CHRAJ 10. Strong relations with stakeholders within and without 11. Security of tenure of Commissioners 12. Immunity of staff for acts done in good faith 	<ol style="list-style-type: none"> 1. Inadequate dissemination of information on the work of the Commission 2. Inadequate capacity to perform additional responsibilities 3. High attrition rate of trained staff 4. High dependence on government for financial support 5. Delayed release of funds from GoG 6. Limited presence in all the administrative districts 7. Uncompetitive conditions of service 8. Lack of financial autonomy 9. Inadequate infrastructure at all levels 10. No regional offices in the six new regions 11. Aggression towards staff
Opportunities	Threats
<ol style="list-style-type: none"> 1. Goodwill and reputation of CHRAJ locally and internationally 2. Development partner support 3. Available information technology to enhance the work of CHRAJ 4. Political stability 5. Access to international legal framework 6. The significance of the SDGs and Africa Agenda 2063 to the work of CHRAJ 7. Unhindered access to the media 8. Available complementing institutions 9. Growing impunity, lawlessness and indiscipline in society 10. Ignorance 11. Poverty 	<ol style="list-style-type: none"> 1. Harmful religious and cultural beliefs 2. Inadequate financial support from the government 3. Interrupted donor support 4. Over politicisation of public office/public life 5. Growing impunity, lawlessness and indiscipline in society 6. Ignorance 7. Poverty

Chapter three

STRATEGY FORMULATION



STRATEGY FORMULATION

Strategic objectives, outputs and activities

The key issues identified informed the formulation of strategies to adopt for the Commission for the period 2021 -2025. The Strategic Objectives are the broad goals that will give direction to the Commission. The strategic objectives manifest through outputs which are also delivered by the various activities identified. In formulating the strategic objectives, cognisance was taken of the various constraints of the Commission. In spite of the numerous constraints, the Commission hopes to achieve the following strategic objectives in the next five years.

- **STRATEGIC OBJECTIVE 1 (SO1): Human Rights situation in Ghana improved by 10% by 2025**

CHRAJ intends to increase its human rights role and take its rightful place as the leading human rights institution in Ghana. It intends to, as the constitutionally mandated body, deal with human rights in Ghana, become the hub for data on the human rights situation in the country. It intends to do this through achieving the following outputs:

- *Output 1* - Protection of fundamental Human Rights by 2025.
- *Output 2* - Public Education on fundamental Human Rights & Freedoms conducted by 2025.
- *Output 3* - Monitoring Human Rights and SDG Implementation.

- **STRATEGIC OBJECTIVE 2 (SO2): Administrative Justice in Ghana improved by 10% by 2025**

A number of programmes to improve administrative justice and service delivery in the MDAs will boost the administrative justice function of the Commission. With the Ghana Secondary Cities Support Project and the Public Sector Reform for Results Project, CHRAJ has the responsibility to prepare MDAs to have functioning Client Service Units, redress internal grievance for administrative services complaints and generally to ensure administrative justice in the public sector. This strategic objective is informed by the ambition to improve on its activities in this respect and to prepare itself to be at the forefront of administrative justice in Ghana. This will be achieved through the following determined outputs:

- *Output 1* - Enforcing Administrative Justice in public service delivery by 2025.
- *Output 2* - Service Charters for Secondary Cities (MMDAs) developed through CHRAJ assistance by 2025.

- *Output 3* - Capacity building of Clients Service Units in all MDAs redress and grievance Resolution Conducted by 2025.
- *Output 4* - Public Education on Principles of Administrative Justice conducted by 2025.
- *Output 5* - Capacity building for Management Personnel of selected MDAs in Principles of Administrative Justice by 2025.
- *Output 6* - Research report on statistics and data on service delivery submitted periodically.

• **STRATEGIC OBJECTIVE 3 (SO3): Corruption in Ghana reduced by 5% by 2025**

CHRAJ has the role to coordinate activities on anti-corruption within the NACAP and was therefore in a position to set baseline for anti-corruption activities in the country. Percentage increases over the years have not gone beyond 1%. Though ambitious a target of 5%, the number of programmes and activities being undertaken by the Commission and under the NACAP can help meet this target. The outputs that will mark a successful achievement of this strategic objective are:

- *Output 1* - Anti-corruption laws and Codes of Conduct enforced by 2025.
- *Output 2* - 10 Corruption Risk Assessments conducted by 2025.
- *Output 3* - CHRAJ's Role under NACAP activities implemented by 2025.
- *Output 4* - Coordination of Implementation of NACAP by 2025.
- *Output 5* - Research report on statistics and data on enforcement of anti-corruption legislation and Codes of Conduct by 2025.

• **STRATEGIC OBJECTIVE 4 (SO4): Working conditions in CHRAJ improved by 50% by 2025**

This strategic objective will address the infrastructure needs of the Commission as well as the conditions of service of the staff. This is to attract highly skilled staff and retain trained staff as well. It is also to boost public confidence in the Commission as an organisation with the capacity and resources to deliver on its mandate. The outputs to deliver this objective include:

- *Output 1* - Conditions of Service of Staff improved by 2025.
- *Output 2* - Staff capacity developed by 20% by 2025.
- *Output 3* - Infrastructure improved by 25% by 2025.
- *Output 4* - General Administration (internal management) of CHRAJ improved by 2025.

• **STRATEGIC OBJECTIVE 5 (SO5): Corporate governance and reporting obligations in CHRAJ improved by 50% by 2025**

This strategic objective will focus on developing policies that will strengthen the workings of the Commission and also boost its international recognition by meeting the requirements of the bodies of which the Commission is a member. The Commission will actively engage the various stakeholders to help promote its activities. The outputs for this strategic objective are:

- *Output 1* - Corporate affairs and visibility improved by 20% by 2025.
- *Output 2* - Monitoring and evaluation increased by 20% by 2025.
- *Output 3* - Formulation of National Policy & Legislation by 2025.
- *Output 4* - Research and Training Centre (RTC) established by 2025.
- *Output 5* - Reporting obligations honoured periodically.



Table 3. Output Table for Strategic Objective 1

SO 1: HUMAN RIGHTS SITUATION IN GHANA IMPROVED BY 10% BY 2025									
OUTPUT 1: Protection of fundamental Human Rights and Freedoms by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Investigate 49,500 complaints	To provide remedy/redress	01/2021	12/2025	18,000,000	49,500 cases investigated	Investigation reports; Decisions; Case book; Terms of settlement	Availability of funds	Directors, Human Rights/ Investigations	
Conduct 5 systemic investigations (cultural, discriminatory and other systemic violations)	To prevent Human Rights violations	01/2021	12/2025	2,000,000	5 systemic investigations conducted	Investigation reports; Decisions; Case book; Terms of settlement	Availability of funds	Directors, Human Rights/ Investigations	
OUTPUT 2: Public Education on Fundamental Human Rights & Freedoms conducted by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Develop human rights education manuals and related materials	To promote respect for human rights in Ghana	01/2021	12/2025	1,500,000	Human rights manuals and related materials developed	Manuals, flyers etc	Availability of funds	Directors, Human Rights/ Public Education	
Conduct 15,000 public education activities on fundamental human rights and freedoms	To promote respect for human rights in Ghana	01/2021	12/2025	4,000,000	15,000 public education programmes conducted	Activity reports; Participants' attendance lists; Photographs	Availability of funds	Director, Public Education	

Table 3. Output Table for Strategic Objective 1 (cont.)

OUTPUT 3: Monitoring Human Rights and SDG Implementation								
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility
		Start	Finish					
Conduct research into trends of human rights violations based on complaints received	To assess the nature and trend of Human Rights violations	01/2021	12/2025	100,000	Statistical report on the State of Human Rights in Ghana prepared	Statistical reports on the State of Human Rights in Ghana	Availability of funds	Director, Research
Monitor (research) and report on human rights situation in Ghana	To establish the Human Rights situation in Ghana	01/2021	12/2025	2,400,000	Report on human rights situation in Ghana prepared	Monitoring and Research reports	Availability of funds; Manual processing of complaints; High staff attrition rate	Directors, Human Rights/ Research
Monitor SDG implementation by duty bearers in Ghana	To assess level of implementation of SDGs in Ghana	01/2021	12/2025	2,500,000	Report on SDG Implementation in Ghana prepared	Monitoring reports	Availability of funds and cooperation from duty bearers	
Monitor Right to Vote in National Elections and Referenda and make appropriate recommendations and interventions	To assess how the right to vote is protected	01/2021	12/2025	3,000,000	Report on Right to Vote in national elections in Ghana prepared	Monitoring reports	Availability of Funds	



Table 3. Output Table for Strategic Objective 1 (cont.)

SO 2: ADMINISTRATIVE JUSTICE IN GHANA IMPROVED BY 10% BY 2025									
OUTPUT 1: Enforcing Administrative Justice in public service delivery by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Investigate 3000 complaints	To provide remedy/redress	01/ 2021	12/2025	4,500,000	Cases resolved	Investigation reports, Decisions, Case book, Proof of service	Inadequate resources	Directors, Administrative Justice & Investigations	
OUTPUT 2: Service Charter for Secondary Cities (MMDAs) developed by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Assist a number of Secondary Cities to develop Service Charters	To have standards for measuring service delivery	01/2021	01/ 2025	500,000	Improved service delivery	Service Charters for 25MMDAs developed	Inability to meet target (Triggers) Funds will be released for the project by MLGRD	Director, Administrative Justice	
Train Client Service Units of MDA's	To create internal grievance mechanism and ensure quality service delivery	01/2021	12/ 2025	1,750,000	Internal grievance mechanisms established	Client Service Units established	Inability to meet target (triggers) Funds will be released for the project by MLGRD	Director, Administrative Justice	

Table 3. Output Table for Strategic Objective 1 (cont.)

OUTPUT 3: Capacity building of Clients Service Units in all MDAs in Grievance Resolution Conducted by 2025						
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)
		Start	Finish			
Train staff in the Clients Service Units	To improve grievance resolution handling mechanisms in the MDAs	01/ 2021	12/ 2023	3,063,098	Grievance resolution mechanisms in MDAs improved	Training reports; Participants' attendance lists; Photographs
						Commitment from the MDAs
						Director, Administrative Justice
OUTPUT 4: Public Education on Principles of Administrative Justice conducted by 2025						
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)
		Start	Finish			
Conduct 5000 public education activities for the general public	To create awareness about the Ombudsman mandate of the Commission for duty bearers and rights holders	01/2021	12/2025	3,750,000	1000 awareness creation exercises in Administrative Justice undertaken	Activity reports; Participants' attendance lists; Photographs
						Inadequate capacity to deliver on the Admin Justice mandate
						Director, Public Education
Develop and issue guidance notes, fact sheets, leaflets, etc on all aspects of CHRAJ's administrative justice function and expected standards applicable in public service	To educate the public on the admin Justice mandate	01/2021	12/2025	1,000,000	Public awareness created	20,000 guidance notes, fact sheets, leaflets developed
						Inadequate resources
						Directors, Administrative Justice/Public Education

Table 3. Output Table for Strategic Objective 1 (cont.)

OUTPUT 5: Capacity building for Management personnel of selected MDAs in principles of Administrative Justice by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Train 200 management personnel of MDAs over a 5-year period in principles of administrative justice	To appreciate the Admin. Justice mandate of the Commission	01/2021	12/2025	1,500,000	Awareness created among 200 top management personnel	Training reports, Participants' attendance lists, Photographs	Inadequate funding	Director, Administrative Justice	
OUTPUT 6: Research report on statistics & data on service delivery submitted periodically									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Conduct research into trends of administrative injustice occasioned by acts, decisions & omissions of administrative bodies and officials based on complaints received	To assess the nature and trend of Administrative Justice complaints	09/2021	Dec each year	100,000	Statistical report on state of Administrative Justice	Statistical report on the state of Administrative Justice	Inadequate resources	Directors, Research/ Admin. Justice & Registrar	

Table 4. Output Table for Strategic Objective 2

SO 3: CORRUPTION IN GHANA REDUCED BY 5% BY 2025									
OUTPUT 1: Anti-corruption laws and Codes of Conduct enforced by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Investigate 500 complaints and allegations of corruption by public officers	To determine the merit of the allegations	01/2021	12/2025	4,500,000	200 Cases disposed off	Investigation reports; Decisions; Case book; Terms of settlement	Human and material resources will be available	Directors, Anti-Corruption / Investigations	
Investigate contraventions/breaches of the Code of Conduct for public officers	To determine the merit of the allegations	01/2021	12/2025	2,500,000	100 Cases disposed off	Investigation reports; Decisions; Case book; Terms of settlement	Human and material resources will be available	Directors, Anti-Corruption / Investigations	
OUTPUT 2: 10 Corruption Risk Assessments conducted by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Conduct risk assessments in 10 selected institutions	To identify corruption risk areas / loopholes in the target institutions	01/2021	12/2025	750,000	Recommendations for addressing risk identified	Risk assessment reports	Target institutions will cooperate Resources will be made available	Director, Anti-Corruption; Regional Directors	
OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Sensitize CHRAJ staff on NACAP and SDGs	To enable staff to understand NACAP and its linkage with the SDGs	01/2021	12/2025	1,500,000	Capacity of staff built	Activity reports; Participants' attendance list; Photographs	Timely release of resources	Directors, Anti-Corruption/ Public Education	

Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025 (cont.)							
Activities	Objectives	Time Frame	Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility
Organize regular public education and awareness creation exercises on corruption and the NACAP for MDAs and MMDAs	To sensitize public officers on their role in implementing NACAP	01/2021 12/2025	1,000,000	Capacity of MDAs and MMDAs to prevent corruption built	Activity reports; Participants' attendance lists; Photographs	Timely release of resources; Relevant stakeholders will cooperate	Directors, Anti-Corruption /Public Education/ Regional Directors
Organize 5000 public education and awareness creation programmes on corruption for the general public	To sensitise and build public capacity to fight corruption	01/2021 12/2025	3,750,000	To reduce corruption in the society	Activity reports; Participants' attendance lists; Photographs	Timely release of resources; Opinion leaders will cooperate	Directors, Anti-Corruption / Public Education
Examine the linkage between gender and corruption	To help the public appreciate how corruption impacts different genders	05/2021 12/2025	500,000	To assist decision makers in planning	Research/study report	Timely release of funds Cooperation of Partners	Directors, Anti-Corruption/ Research
Designate and train Ethics officers in Regions	To assist in the enforcement of the Code of Conduct for Public Officers of Ghana	2021 2025	850,000	Improvement in compliance of Code of Conduct for public officers	Training reports; Compliance reports by public institutions; Participants' attendance lists; Photographs	Timely release of funds; Cooperation of public institutions	Director, Anti-Corruption; Head, Prog. and Projects

Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025 (cont.)							
Activities	Objectives	Time Frame	Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility
Establish Safe and Confidential Reporting System and establish Whistleblowing disclosure mechanisms	To enable employees and the general public to report corruption and misconduct	09/2021 12/2022	50,000	Public and staff reporting on corruption and misconduct	Safe and Confidential Reporting Systems established (toll free telephone lines etc).	Timely release of resources Public and staff will patronize or use the system	Director, Anti-Corruption
Review, evaluate and upgrade Safe and Confidential Reporting System and establish Whistleblowing disclosure	To plug gaps in the system and enable people report corruption and misconduct	04/2024	500,000	Safe and Confidential Reporting Systems reviewed and evaluated	Review report	Timely release of resources Public and staff will patronize or use the system	Director, Anti-Corruption
Initiate the establishment of Ethics Development Centre	To develop ethics in the country	01/2021 12/2022	750,000	Ethics Development Centre established	A functional Ethics Development Centre	There will be political will; Cooperation of key stakeholders	Director, Anti-Corruption
Strengthen Anti-corruption capacity at districts, regional levels	To build capacity of public to address corruption	01/2021 12/2025	550,000	Public awareness and confidence to report	Training reports; Participants' attendance lists; Photographs	Public will use the knowledge acquired	Director, Anti-Corruption & Regional Directors

Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025 (cont.)							
Activities	Objectives	Time Frame	Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility
Implement the Public Service integrity program (Codes of Conduct, Conflict of Interest and Gift disclosure rules)	Promote integrity in public offices	01/2022 12/2025	2,500,000	Integrity improved and corruption reduced	Implementation report	Timely release of resources Cooperation of public sector institutions	Director, Anti-Corruption
Monitor compliance of the Code of Conduct for public officers	To assess the level of compliance with the Code of Conduct for Public Officers by public institutions	01/2021 12/2025	5,000,000	Breaches of Code of Conduct in public offices reduced	Monitoring Report on compliance of the Code of Conduct for public officers	Commitment and cooperation of public institutions	Director, Anti-Corruption
Implement Schools Integrity Programme		01/2021 12/2025	5,000,000				
Compile & Issue State of Corruption Report annually	To account to the public on anti-corruption measures undertaken within the year	01/2020 12/2024	250,000	State of Corruption Report Issued	State of Corruption Report	Availability of funds; Key accountability institutions will cooperate	Director, Anti-Corruption

Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 4: Coordination of implementation of NACAP by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Prepare NACAP Annual Work plans	To provide implementing partners with the work plan for the year	01/2021	12/2023	500,000	Guidance on implementation of NACAP	NACAP annual work plan prepared	Timely release of funds Cooperation of MONICOM and HILIC members	Director, Anti-Corruption	
Prepare NACAP Annual Progress Report	To provide implementing partners with a systematic and structured review of implementation of NACAP activities	09/2021	12/2024	700,000	Update the progress of implementation of NACAP	NACAP Annual Progress Report prepared	Timely release of funds Cooperation of MONICOM and HILIC members	Director, Anti-Corruption	
Undertake field Monitoring exercises on selected implementing partners	Verify data collected To assess progress of implementation	01/2021	12/2025	1,000,000	Lessons learnt for improvement in the implementation	Implementation report; Monitoring and evaluation report	Timely release of funds Availability of MONICOM and HILIC members	Director, Anti-Corruption; Head, M&E	
Launch the Annual Anti-Corruption and Transparency (ACT) Week and disseminate NACAP Progress Report	To notify to the public the commencement of the ACT Week	05/2021	08/2024	1,750,000	Public Awareness of the Act Week and support for NACAP	Act Week Report; NACAP Progress Report	Timely release of Funds Public participation	Director, Anti-corruption; Head, Prog. and Projects	
Organize the annual conference to commemorate the International Anti-Corruption Day	To raise awareness of UNCAC and enlist public support to fight corruption	08/2021	12/2024	750,000	Public awareness and support for anti-corruption work	Conference report; Participants' attendance lists; Photographs	Timely release of funds Public participation Stakeholder support	Director, Anti-corruption; Head, Prog. & Projects	

Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 4: Coordination of implementation of NACAP by 2025 (cont.)									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Conduct End-term evaluation of NACAP	To evaluate the implementation of NACAP	01/2021	12/2024	1,000,000	Lessons learned from the full implementation of NACAP	End-term evaluation report	Timely release of funds	Director, Anti-corruption	
Implement MoU for key accountability institutions on coordination (Internal)	To provide forum for key accountability institutions to share information regularly and coordinate activities	01/2021	12/2024	250,000	MoU implemented; coordination among key accountability institutions improved	Implementation report	Willingness of institutions to cooperate	Director, Anti-corruption	
Engage CSOs, private sector and Non-State Actors	To build and sustain partnership	01/2021	12/2024	750,000	Strong Anti-Corruption Alliance	Minutes of consultation meetings; Correspondences; Participants' attendance lists	Institutions will cooperate	Director, Anti-Corruption	
OUTPUT 5: Research report on statistics & data on enforcement of anti-corruption legislation and Codes of Conduct by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Conduct research into trends of corruption offences and breaches of the Code of Conduct based on cases investigated	To assess the nature and trend of corruption related complaints	09/2021	Dec each year	100,000	Statistical report on state of corruption related complaints	Statistical report on the state of corruption related complaints	Inadequate resources	Directors, Research/Anti-Corruption & Registrar	

Table 4. Output Table for Strategic Objective 2 (cont.)

SO 4: WORKING CONDITIONS IN CHRAJ IMPROVED BY 50% BY 2025									
OUTPUT 1: Conditions of Service of staff improved by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Prepare and implement annual budget	Budget	10/2021	12/2025	590,000	Annual budget prepared	Approved budget; Budget reports	Unreliable estimate	Budget Committee	
Develop and implement new scheme of service and Conditions of service for new job evaluation	To motivate and retain staff, delivering improved public service	04/2021	12/2021	120,000	Scheme of service document prepared	Revised scheme of service and conditions of service in place	Failure of Government and joint negotiations committee to reach agreement in a given year	Directors, Human Resource/ Administration	
Implement new scheme of service and conditions of service	To motivate for improved service delivery	04/2022	12/2022	120,000	Scheme of service implemented	Letters and Memos	Availability of scheme	Directors, Human Resource/ Administration	
OUTPUT 2: Staff capacity developed by 20% by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Conduct training needs assessment	To identify critical gaps	08/2021	12/2021	100,000	Training needs assessed	Reports on training needs assessment	Inadequate funding and budget releases	Directors, Human Resource/ Admin	
Conduct refresher courses for all staff internally (200 staff each year)	To develop highly skilled, knowledgeable, and professional staff delivering enhanced services	11/2021	12/2025	3,000,000	1000 staff trained	Training reports; Participants; attendance lists; Photographs	Inadequate funding and budget releases	Director, Human Resource	

Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 2: Staff capacity developed by 20% by 2025 (cont.)									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Provide special capacity building programmes on leadership and the CHRAJ mandates for Commissioners	To develop highly skilled, knowledgeable, and professional leaders delivering enhanced services	03/2021	12/2025	2,000,000	Commissioners trained	Training report; Certificates of participation	Inadequate funding and budget releases	Director, Human Resource	
OUTPUT 3: Infrastructure improved by 50% by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Acquire titles to CHRAJ lands	To improve visibility of the Commission	01/2021	12/2022	350,000	Titles acquired	Contract documents; Certificate of payment; Inspection report	Inadequate funding	Heads, General services/ Procurement	
Complete reconstruction of the burnt section of the old parliament chamber	Provide additional office space and improve work environment Provide additional office space and improve work environment	01/2021	12/2025	17,000,000	Old parliament chamber reconstructed	Contract documents; Certificate of payment; Inspection report	Inadequate funding	Head, General services	

Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 3: Infrastructure improved by 50% by 2025 (cont.)									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Construct 5 regional offices	To create a congenial working environment for staff	08/2021	12/2025	10,000,000	Award of contracts to construct 5 regional offices	Contract documents; Certificate of payment; Inspection report	Inadequate funding	Head, General services	
Renovate 5 regional offices	To improve working environment for staff	04/2021	12/2022	1,250,000	5 Regional offices renovated	Contract documents; Certificate of payment; Inspection report	Inadequate funding	Head, General services	
Maintenance of 8 CHRAJ 2-bedroom flats	To create a congenial working environment for staff	06/2021	06/2022	400,000	2 bedroom CHRAJ Flats renovated	Contract documents; Certificate of payment; Inspection report	Inadequate funding	Head, General services	
Maintenance of 9 duty posts residential accommodation in regions	To create a congenial working environment for staff	09/2021	12/2025	450,000	9 duty posts renovated	Contract documents; Certificate of payment; Inspection report	Inadequate funding	Head, General services	
Maintenance of 50 district offices	To create a congenial working environment for staff	01/2021	12/2025	750,000	50 district offices renovated	Contract documents; Certificate of payment; Inspection report	Availability of funds	Head, General services	

Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 3: Infrastructure improved by 50% by 2025 (cont.)									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Establish network infrastructure at the District offices	To improve communication at the District level	04/2022	12/2025	1,000,000	Network infrastructure established	Contract documents; Certificate of payment; Inspection report	Inadequate funding	Commissioners; Head, ICT	
Acquire ICT equipment	To improve ICT infrastructure	06/2021	12/2025	2,500,000	ICT and networking equipment acquired	Contract documents; Certificate of payment; waybill Inspection report	Inadequate funding	Commissioners; Heads, Procurement/ ICT	
Automate CHRAJ services (Head office, Regional and District Offices)	To strengthen database and accessibility, and improve communication, within the Commission	06/2021	12/2023	1,000,000	Data integrity enhanced	Configuration and optimization of the Commission's website Receipt of payment	Database crash Hacking of system	Commissioner; Head, ICT	
Acquire 10 station wagons, 10 saloon cars, 60 pickup vehicles and 40 motorbikes)	To improve service delivery	08/2021	12/2025	23,500,000	Transportation acquired	Contract documents; Certificate of payment; waybill; Inspection report	Inadequate funding	Commissioners; Head Procurement	

Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 3: Infrastructure improved by 50% by 2025 (cont.)									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Acquire furniture, fixtures and furnishings for Head office, regional and district offices	To improve work environment	03/2021	12/2025	4,500,000	Furniture acquired	Contract documents; Certificate of payment; waybill; Inspection report	Inadequate funding	Commissioners; Head Procurement	
OUTPUT 4: General Administration(Internal management) of CHRAJ improved by 50% by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Materials & office Consumables	To use goods & services	01/2021	12/2025	4,000,000	Printed materials, manuals, files, stationery & other office consumables supplied	Stores Receipt Vouchers	Inadequate funding	Procurement/ Stores	
Utilities	To use goods & services	01/2021	12/2025	6,000,000	Electricity, Telecom, Water etc. purchased	Receipt Vouchers	Inadequate funding	Procurement/ Accounts	
General Cleaning	To use goods & services	01/2021	12/2025	1,200,000	Cleaning materials &Contract cleaning services	Stores Receipt Vouchers	Inadequate funding	Procurement/ Stores	
Rentals/Lease	To use goods & services	01/2021	12/2025	3,500,000	Office & residential accommodation etc	Stores Receipt Vouchers	Inadequate funding	Procurement/ Stores	
Travel & Allowance	To use goods & services	01/2021	12/2025	4,500,000	Fuel and lubricants, maintenance and repairs of official vehicles etc.	Stores Receipt Vouchers	Inadequate funding	Procurement/ Stores	



Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 4: General Administration(Internal management) of CHRAJ improved by 50% by 2025 (cont.)									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Repairs & Maintenance	To use goods & services	01/2021	12/2025	2,500,000	Repairs of office & residential buildings, furniture and fixtures etc	Stores Receipt Vouchers	Inadequate funding	Facilities management	
Consultancy Expenses	To use goods & services	01/2021	12/2025	1,500,000	Receipts to cover expenses, evidence of services rendered	Stores Receipt Vouchers	Inadequate funding	Human Resource	
Employer Social Benefit in Cash	To use goods & services	01/2021	12/2025	3,700,000	Workman compensation, medical expenses, contributions, awards and rewards etc.	Stores Receipt Vouchers	Inadequate funding	Accounts	
Miscellaneous Expenses -	To use goods & services	01/2021	12/2025	1,000,000	Professional fees, court expenses etc.	Stores Receipt Vouchers	Inadequate funding	Accounts	
SO 5: CORPORATE GOVERNANCE AND REPORTING OBLIGATIONS IN CHRAJ IMPROVED BY 50% BY 2025									
OUTPUT 1: Corporate affairs and visibility improved by 20% by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Strengthen corporate affairs and enhance visibility - media relations, staff capacity to engage with media	To develop passion of Journalists to write stories on mandate areas proactively	03/2021	12/2024	350,000	Enhanced effective reportage on mandate enhanced	Seminar / workshop reports; Participants' attendance list; Photographs	Availability of funds Willingness of media houses to participate	Director, Corporate Affairs & Communication	

Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 1: Corporate affairs and visibility improved by 20% by 2025 (cont.)									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Enhance communication through CHRAJ website and social media handles	To prioritise publication of CHRAJ	03/2021	12/2025	400,000	Stories on CHRAJ mandate published	Minutes of discussions	Availability of funds; Willingness of media houses to participate	Director, Corporate Affairs & Communication	
OUTPUT 2: Monitoring and evaluation increased by 20% by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Monitor the implementation of 2021-2025 Strategic Plan & issue M&E reports.	To ensure uniformity and consistency with the strategic objectives	01/2021	12/2025	500,000	CHRAJ performance assessed	M & E reports	Availability of funds	Head, M&E	
Conduct regular audits for HQ,RO,DO	To verify effectiveness and efficiency of resources	03/2021	03/2025	500,000	Regional and District Audits conducted	Audit reports	Availability of funds	Head, Internal Audit	
Hold Audit Committee meetings	To ensure compliance with internal controls	11/2021	11/2025	450,000	Audit Committee meeting conducted	Meeting report	Availability of funds	Audit Committee	
OUTPUT 3: Legislation, policies and other instruments formulated/reviewed by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Review of legislation, policy and others -	To update legislation and policies to reflect current trends	06/2021	06/2022	800,000	Legislation and policy reviewed	Review reports	Availability of funds	Head, Policy & Planning; Review Committee	



Table 4. Output Table for Strategic Objective 2 (cont.)

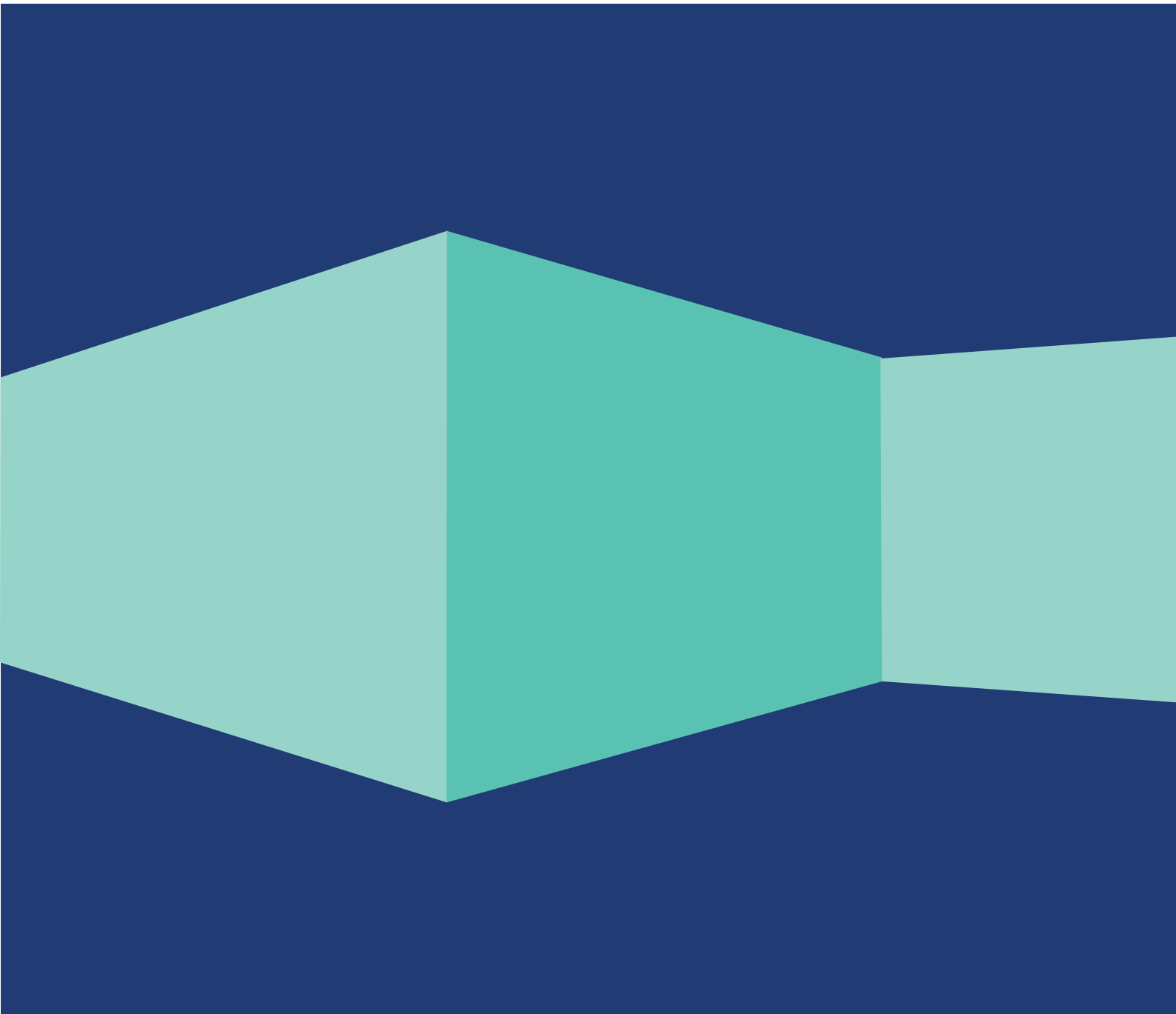
OUTPUT 4: Research and Training Centre (RTC) established by 2025									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Establish Research & Training Centre (consultation etc.)	To ascertain the requisite human and material resource for RTC	03/2021	06/2022	500,000	Needs assessment conducted	Needs assessment report	Availability of funds	Director, Research; Head, Prog.& Projects	
OUTPUT 5: Reporting obligations and participation in meetings honoured periodically									
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility	
		Start	Finish						
Meet Domestic Reporting Obligations (Parliament, NDPC, MOFEP)	To meet the statutory reporting requirements of the Commission	- Annually - Quarterly - Annually		500,000	Reports submitted to: - Parliament - NDPC - MOFEP	Annual reports	Availability of funding and competent staff	Head, ICU; Annual Report Committee	
Meet International Reporting Obligations (UN and Regional Bodies)	To meet the statutory reporting requirements of the Commission	- Annually - Quarterly - Annually		450,000	Reports submitted to:	Annual reports	Availability of funding and competent staff	Head, ICU; Annual Report Committee	

Table 4. Output Table for Strategic Objective 2 (cont.)

OUTPUT 5: Reporting obligations and participation in meetings honoured periodically								
Activities	Objectives	Time Frame		Cost (GH¢)	Outcome	Indicators (OVI)	Killer Assumptions	Responsibility
		Start	Finish					
Participate in international and regional Human Rights, Anti-corruption and Ombudsman meetings and Conferences (GANHRI, NANHRI, NNHRI-WA, Commonwealth Human Rights Forum*, AOMA, IOI, AACA, Commonwealth, NASIWA, International Association of Anticorruption Authorities)	(i) To meet CHRAJ's independent/alternate reporting obligations under international and regional human rights mechanisms. (ii) To meet monitoring of State compliance of Human Rights treaty obligations	01/2021	12/2025	3,000,000	Reports prepared and submitted	The various reports	Resources will be made available on time	Director, Human Rights; Head, ICU
Participate in UN & other international & regional conferences/ meetings (UPR & Human Rights Council meetings, UNODC meetings, UNCAC meetings etc.)	To share and learn experiences and best practices	01/2021	12/2025	3,000,000	Conferences attended	Conference reports	Availability of funds	Commissioners, Directors and Head, ICU

Chapter four

IMPLEMENTATION PLAN



Implementation Plan For Human Rights (SO1)

SO1: HUMAN RIGHTS SITUATION IN GHANA IMPROVED BY 10% BY 2025										
OUTPUT 1: Protection of fundamental Human Rights and Freedoms by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Investigate 49,500 complaints	To provide remedy/redress	Assign time-lines to cases Meet with case officers to assess time-lines Use of e-CMS Monthly group departmental meetings	Investigation reports, decisions and Case book, Terms of settlement	Availability of funds	Directors, Human Rights/ Investigations	✓	✓	✓	✓	✓
Conduct 5-systemic investigations (cultural, discriminatory and other systemic violations)	To provide remedy/redress	Assign time-lines to cases Meet with case officers to assess time-lines Use of e-CMS Monthly group departmental meetings	Investigation reports, decisions; Case Book; Proof of service	Availability of funds	Directors, Human Rights/ Investigations	✓	✓	✓	✓	✓

SO1: HUMAN RIGHTS SITUATION IN GHANA IMPROVED BY 10% BY 2025										
OUTPUT 2: Public Education on fundamental Human Rights & freedoms conducted by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Develop human rights education manuals and related materials	To promote respect for human rights in Ghana	Set up a technical team to draft Terms of Reference (ToR) Engage a consultant	Manuals, flyers etc.	Availability of funds	Directors, Human Rights/ Public Education	√	√	√	√	√
Conduct 15,000 public education activities on fundamental human rights and freedoms	To promote respect for human rights in Ghana	Through symposia, seminars, conferences, lectures, community outreach, and media engagement	Activity reports; Participants' attendance lists; Photographs	Availability of funds	Director, Public Education	√	√	√	√	√
OUTPUT 3: Monitoring Human Rights and SDG Implementation										
Conduct research into trends of human rights violations based on complaints received	To assess the nature and trend of human rights violations	Collect and collate data; Analyse collated data; Prepare report; Share outcome of report & Print report	Statistical reports on the State of Human Rights in Ghana	Availability of funds	Director, Research	√		√		√
Monitor (research) and report on human rights situation in Ghana	To monitor trend of human rights situation in Ghana	Collect and collate data; Analyse collated data; Prepare report; Share outcome of report & Print report	Monitoring and research reports	Availability of funds	Director, Research/ Director Human Rights	√		√		√

OUTPUT 3: Monitoring Human Rights and SDG Implementation (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Monitor SDG implementation by duty bearers in Ghana	To monitor SDG implementation in Ghana	Collect and collate data; Analyse collated data; Prepare report; Share outcome of report & Print report	SDG Monitoring report	Availability of funds	Director Human Rights	√	√	√	√	√
Monitor Right to vote in National Elections and Referenda and make appropriate recommendations and interventions	To monitor Elections & Referenda in Ghana	Collect and collate data; Analyse collated data; Prepare report; Share outcome of report & Print report	Election Monitoring report	Availability of funds		√			√	

Implementation Plan for Administrative Justice (SO2)

SO2: ADMINISTRATIVE JUSTICE IN GHANA IMPROVED BY 10% BY 2025										
OUTPUT 1: Enforcing Administrative Justice in public service delivery by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Investigate 3000 complaints	To resolve and dispose of complaints	Study the Complaints; plan for investigations; obtain documents /facts; evaluate the documents/ facts; mediate/ negotiate where necessary; write reports; transmit reports or decisions	Investigation reports, Decisions, Case book, Proof of service	Inadequate resources	Directors, Administrative Justice & Investigations	√	√	√	√	√

OUTPUT 2: Service Charter for Secondary Cities (MMDAs) developed by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Assist a number of Secondary Cities to develop Service Charters	To have standards for measuring service delivery	Use customized generic or prototype Service Charter to develop Service Charters	Service Charters for 25 MMDAs developed	Inability to meet target (Triggers) Funds will be released for the project by MLGRD	Director, Administrative Justice	√	√	√		
Train Client Service Units of MDA	To deliver standard service by secondary cities	Use customized generic or prototype Service Charter to develop Service Charters	Training reports	Inability to meet target (Triggers) Funds will be released for the project by MLGRD	Director, Administrative Justice	√	√	√	√	√

SO2: ADMINISTRATIVE JUSTICE IN GHANA IMPROVED BY 10% BY 2025										
OUTPUT 3: Capacity building of client Service Units in all MDAs in Grievance Resolution by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Train staff in the Clients Service Units	To improve grievance resolution handling mechanisms in the MDAs	Training, conducting facilitated workshop/simulation exercises	Training reports, Participants' attendance lists, Photographs	Commitment from the MDAs	Director, Administrative Justice	√	√	√		
OUTPUT 4: Public Education on Principles of Administrative Justice conducted by 2025										
Conduct 5000 public education activities for the general public	To create awareness about the Ombudsman mandate of the Commission for duty bearers and rights holders	Community outreach programmes, workshops, focus group discussions, electronic media	Activity reports, Participants' attendance lists, Photographs	Inadequate capacity to deliver on the Administrative Justice mandate	Director, Public Education	√	√	√	√	√

OUTPUT 4: Public Education on Principles of Administrative Justice conducted by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Develop and issue guidance notes, fact sheets, leaflets, etc on all aspects of CHRAJ's administrative justice function and expected standards applicable in public service	To educate the public on the admin Justice mandate	Community outreach programmes, workshops, focus group discussions, electronic media	20,000 guidance notes, fact sheets, leaflets developed	Inadequate resources	Directors, Administrative Justice & Public Education	✓	✓	✓	✓	✓

SO2: ADMINISTRATIVE JUSTICE IN GHANA IMPROVED BY 10% BY 2025										
OUTPUT 5: Capacity building for Management personnel of selected MDAs in principles of Administrative Justice by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Train 200 management personnel of MDAs over a 5-year period in principles of administrative justice	To appreciate the Admin. Justice mandate of the Commission	Training, conducting facilitated workshop, distribution of materials or fliers	Training reports, Participants' attendance lists, Photographs	Inadequate funding	Director, Administrative Justice	✓	✓	✓	✓	✓

OUTPUT 6: Research Report on statistics and data on service delivery submitted periodically										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Conduct research into trends of Administrative injustice occasioned by acts, decisions & omissions of administrative bodies and officials based on complaints received	To assess the nature and trend of Administrative Justice complaints	Collation and analysis of statistical data on cases from all CHRAJ offices nationwide.	Statistical report on the state of Admin Justice	Inadequate resources	Directors, Research/ Admin Justice & Registrar	√		√		

Implementation plan for anti-corruption (SO3)

SO3: CORRUPTION IN GHANA REDUCED BY 5% BY 2025										
OUTPUT 1: Anti-Corruption laws and Codes of Conduct enforced by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Investigate 500 complaints and allegations of corruption by public officers	To determine the merit of the allegations	Prepare investigation plan and conduct investigations into 40 cases each year Submit a report	Investigation reports; Decisions; Case book; Terms of settlement	Human and material resources will be available; parties to the cases will cooperate	Directors, Anti-Corruption/ Investigations	√	√	√	√	√
Investigate contraventions/ breaches of the Code of Conduct for public officers	To determine the merit of the allegations	Prepare investigation plan and conduct investigations into 40 cases each year Submit a report	Investigation reports; Decisions; Case book; Terms of settlement	Human and material resources will be available; parties to the cases will cooperate	Directors, Anti-Corruption/ Investigations	√	√	√	√	√



OUTPUT 2: 10 Corruption Risk Assessments conducted by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Conduct risk assessments in 10 selected institutions	To prioritize institutions more vulnerable to corruption	Review cases investigated Review available studies on corruption Make a list of institutions considered more vulnerable to corruption Prioritise the list for the 15 institutions	15 institution prioritized	Availability of resources	Director, Anti-Corruption	√	√	√	√	√

SO3: CORRUPTION IN GHANA REDUCED BY 5% BY 2025										
OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Sensitize CHRAJ staff on NACAP and SDGs	To enable staff to understand NACAP and its linkage with the SDGs	Prepare the training concept note and programme List staff to be trained and sensitized Venue selection and procure other logistics Select resource persons and delivery	700 Staff sensitized on NACAP and SDGs	Timely release of resources	Director, Anti-Corruption/ Public Education	√	√	√	√	√

OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Organize regular public education and awareness creation exercises on corruption and the NACAP for MDAs and MMDAs	To sensitize public officers on their role in implementing NACAP	Prepare the concept and programme; Engage the office of the Head of Local Government Services, Public Services Commission and relevant stakeholders Make a list of participants Select appropriate venue and procure other logistics Select resource persons and delivery	Activity reports; Participants' attendance lists; Photographs	Timely release of resources; Relevant stakeholders will cooperate	Directors, Anti-Corruption/Public Education & Regional Directors	√	√	√	√	√

OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Organize 5000 public education and awareness creation programmes on corruption for the general public	To sensitise and build public capacity to fight corruption	Use of multi-media channels; community outreaches; Printing and disseminating materials; Venue selection; Procuring PA system; Meeting strategic sections of the communities e.g. opinion leaders/ chiefs	Activity reports; Participants' attendance lists; Photographs	Timely release of resources; Opinions leaders will cooperate	Directors, Anti-Corruption & Public Education	√	√	√	√	√
Examine the linkage between gender and corruption	To help the public appreciate how corruption impacts different genders	Conduct a study; Disseminate the results of the study; Draw a plan for implementation of recommendations; evaluate impact	Research/study report	Timely release of funds; Cooperation of Partners	Directors, Anti-Corruption/ Research	√				√
Designate and train Ethics officers in Regions	To assist in the enforcement of the Code of Conduct for Public Officers of Ghana	Liaise with regional directors to designate ethics officers by June 2020 Organise regular training programmes for the ethics officers from June 2020	Training reports; Compliance reports by public institutions; Participants' attendance lists; Photographs	Timely release of funds; Cooperation of public institutions	Director, Anti-Corruption; Head, Prog. and Projects	√				√

OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Establish Safe and Confidential Reporting System and Whistleblowing disclosure mechanisms	To enable employees and the general public to report corruption and misconduct	Set-up a dedicated email for confidential reporting by December 2020 Set-up a toll free hotline Develop an online whistleblowing disclosure template	Safe and Confidential Reporting Systems established (toll free telephone lines etc.).	Timely release of resources Public and staff will patronize or use the system	Anti-Corruption Department	√	√			
Review, evaluate and upgrade Safe and Confidential Reporting System and establish Whistleblowing disclosure	To plug gaps in the system and enable people report corruption and misconduct	Review, evaluate mechanisms for confidential reporting by December 2020; Set-up a toll free hotline Develop an online whistleblowing disclosure template	Review report;	Timely release of resources Public and staff will patronize or use the system	Director, Anti-Corruption				√	
Initiate the establishment of an Ethics Development Centre	To develop ethics in the country	Organise a consultative forum for relevant stakeholders by March 2020 Draw a road map for the establishment of the centre	Ethics Development Centre established	There will be political will Cooperation of key stakeholders	Director, Anti-Corruption	√	√			



OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Strengthen Anti-corruption capacity of staff at districts, regional levels	To build capacity of public to address corruption	Train selected public officers in 50 MDAs yearly at the regional and district levels on Whistleblowing; Provide public them with the whistle-blower reporting template for use	Training reports; Participants' attendance lists; Photographs	Public will use the knowledge acquired	Dir., Anti-Corruption & Regional Directors	√	√	√	√	√
Implement the Public Service Integrity Program (Codes of Conduct, Conflict of Interest, Assets Declaration and Gift disclosure rules)	Promote integrity in public offices	Training on Conflict of interest and gift disclosure rules Disseminate the code of conduct compliance tools Prepare regulations on Conduct of Public officers' law when passed Train 50 Ethics Officers Yearly	Implementation report	Timely release of resources Cooperation of public sector institutions The Conduct of Public Officers Bill will be passed	Director, Anti-Corruption	√	√	√	√	√
Monitor compliance of the Code of Conduct for public officers	To assess the level of compliance	Administer the Code of Conduct compliance questionnaires to public institutions Compile and validate the report	Monitoring Report on compliance of the Code of Conduct for public officers	Commitment and cooperation of public institutions	Director, Anti-Corruption	√	√	√	√	√

OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Implement Schools Integrity Programme			List of Participants; photographs			√	√	√	√	√
Compile & Issue State of Corruption Report annually	To account to the public on anti-corruption measures undertaken within the year	Review the NACAP Progress Report Review the Commission's performance on the Anti-Corruption mandate Request for information from Anti-Corruption and Accountability Institutions Review other relevant documents on corruption Compile a report	State of Corruption Report	Availability of funds; Key accountability institutions will cooperate	Director, Anti-Corruption	√	√	√	√	√

OUTPUT 4: Coordination of implementation of NACAP by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Prepare NACAP Annual Work plans	To provide implementing partners with the work plan for the year	Technical committee of MONICOM develops work plan with information from the Annual progress report Organise workshop of MONICOM to develop and finalise the draft work plan Convene a meeting of HILIC to validate and approve the work plan Upload the work plan into the NACoRD Open NACoRD and notify implementing partners on the availability of the work plan Send regular reminders to implementing partners on the work plan	NACAP annual work plan	Timely release of funds Cooperation of MONICOM and HILIC members	Director, Anti-Corruption	√	√	√	√	√

OUTPUT 4: Coordination of implementation of NACAP by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	YEAR				
						2021	2022	2023	2024	2025
Prepare NACAP Annual Progress Report	To provide implementing partners with a systematic and structured review of implementation of NACAP activities	Issue notification to implementing partners on the closure of the reporting period/ cycle; Close the reporting cycle on the NACord Technical committee of MONICOM develops draft Annual progress report Organise workshop for MONICOM to develop a finalise the draft of the progress report Convene a meeting of HiLiC to validate and approve the progress report Print and disseminate Annual Progress Report	NACAP Annual Progress Report	Timely release of funds Cooperation of MONICOM and HILIC members	Director, Anti-Corruption	√	√	√	√	√



OUTPUT 4: Coordination of implementation of NACAP by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Undertake field Monitoring exercises on selected implementing partners	Verify data collected; To assess progress of implementation	Review data submitted by Implementing Partners, Engage IPs and compile reports	Implementation report; Monitoring and evaluation report	Timely release of funds Availability of MONICOM and HILIC members	Director, Anti-Corruption; Head, M&E	√	√	√	√	√
Launch the Annual Anti-Corruption and Transparency (ACT) Week and disseminate NACAP Progress Report	To inform the public about the commencement of the ACT Week	Develop concept note on the launch; Convene preparatory meetings in the last quarter of each year to plan activities for the launch; Develop programme for the day and programme of activities for the week; prepare other relevant documents Invite relevant stakeholders and participants Secure venue and procure other logistics Organise workshop to disseminate progress report	Act Week Report; NACAP Progress Report	Timely release of Funds Public participation	Director, Anti-corruption; Head, Prog. and Projects	√	√	√	√	√

OUTPUT 4: Coordination of implementation of NACAP by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Organize the annual conference to commemorate the International Anti-Corruption Day	To raise awareness of UNCAC and enlist public support to fight corruption	Procure venue and other logistics Prepare programme and other relevant documentation Invite relevant stakeholders and participants Presentation of the UN Secretary General's statement and presentation of the State of Corruption Report on 9th December each year	Conference report; Participants' attendance lists; Photographs	Timely release of funds Public participation Stakeholder support	Director, Anti-corruption; Head, Prog. and Projects	√	√	√	√	√
Organize regular meetings of NACAP Structures (High Level Implementation and Monitoring and Evaluation Committees)- 4 meetings each per year)	To provide guidance and strategic direction to implementing partners	Convene quarterly meetings (4 meetings each) for HILIC and M<ONICOM	Minutes of meetings	Timely release of funds Stakeholder cooperation and participation	Director, Anti-corruption	√	√	√	√	√

OUTPUT 5: Research report on statistics & data on enforcement of anti-corruption legislation and Codes of Conduct by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Conduct research into trends of corruption offences and breaches of the Code of Conduct based on cases investigated	To assess the nature and trend of corruption related complaints	Collation and analysis of statistical data on cases from all CHRAJ offices nationwide.	Statistical report on the state of Corruption	Inadequate resources	Directors, Research/Anti-corruption & Registrar	√		√		√

Implementation Plan for Working Conditions (SO4)

SO4: WORKING CONDITIONS IN CHRAJ IMPROVED BY 10% BY 2025										
OUTPUT 1: Conditions of Service of staff improved by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Prepare and implement annual budget	To budget for the year's activities	Implement and monitor implementation of 2020 approved budget Plan and prepare ensuing year's annual budget	Approved budget; Budget reports	Unreliable estimate	Budget Committee	√	√	√	√	√

OUTPUT 1: Conditions of Service of staff improved by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Develop new scheme of service and Conditions of service for new job evaluation	To motivate and retain staff, delivering improved public service	Appoint Committee to develop Scheme of Service and Conditions of Service Consultation with staff (Head Office, Regions and Districts) Benchmarking Consultations Make hard/soft copies of Scheme of Service/ Conditions of Service (1000) Job Evaluation by Fair Wages Commission	Revised scheme of service and conditions of service in place	Failure of Government and joint negotiations committee to reach agreement in a given year	Directors, Human Resource/ Administration	√				
Implement new scheme of service and conditions of service	To motivate for improved service delivery	Align existing jobs to new scheme of service and jobs description Make available hard/soft copies of Scheme of Service/ Conditions of Service to all staff	Letters and Memos	Availability of scheme	Directors, Human Resource/Adminin.		√			

OUTPUT 2: Staff capacity improved by 20% by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Conduct training needs assessment	To identify critical gaps	Engage Consultants to conduct needs assessment; Submission of Needs Assessment Reports	Reports on training needs assessment	Inadequate funding and budget releases	Directors, Human Resource/ Admin	√				
Conduct refresher courses for all staff internally (200 staff each year)	To develop highly skilled, knowledgeable, and professional staff delivering enhanced services	Conduct workshops for 50 participants per workshop across the regions.	Training reports; Participants; attendance lists; Photographs	Inadequate funding and budget releases	Director, Human Resource	√	√	√	√	√
Commission-select Training Programmes for Heads of Department and senior officers	To develop highly skilled, knowledgeable, and professional staff delivering enhanced services	Select staff who meet the criteria for training; Arrange training opportunities for them.	Training report; Certificates of participation	Inadequate funding and budget releases	Director, Human Resource	√	√	√	√	√
Provide special capacity building programmes on leadership and the CHRAJ mandates for Commissioners	To develop highly skilled, knowledgeable, and professional leaders delivering enhanced services	Commissioners to undergo training in Leadership	Training report; Certificates of participation	Inadequate funding and budget releases	Director, Human Resource	√	√	√	√	√

Output 3: Infrastructure improved by 25% by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Acquire titles to CHRAJ lands	To improve visibility of the Commission	Registration of Lands acquired by the Commission (Regional and District Offices); Secure lands acquired	Land Title; Documents for all lands acquired by CHRAJ in the Regions and the Districts	Regional and District Directors will be proactive	Heads, General Services/ Procurement	√	√	√	√	√
Complete reconstruction of the burnt section of the old parliament chamber	Provide additional office space and improve work environment	Raise payment certificates	Contract documents; Payment certificates; Handing over of premises	Inadequate funding	Head, General services	√	√	√	√	√
Upgrade/acquire 6 regional offices in the new regional capitals	To create a congenial working environment for staff	Upgrade four existing district offices to Regional offices status (Techiman, Goaso, Sefwi-Wiawso, Damongo Provide additional logistics for upgraded Regional offices Post Staff to Upgraded Regional Offices Rent office premises for the two remaining Regions (Dambai and another)	Letters/Memos upgrading offices; Posting letters; Tenancy agreements; Store vouchers on logistics supplied	Inadequate funding	Heads, General services/ Procurement	√	√	√	√	√
Construct 5 regional offices	To create a congenial working environment for staff	Award of contracts to construct 10 regional offices	Contract documents; Certificate of payment; handing over of new offices	Inadequate funding Head, General services		√	√	√	√	√

OUTPUT 3: Infrastructure improved by 25% by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Renovate 5 regional offices	To improve working environment for staff	Award of contract for renovation	Contract documents; certificate of payment	Inadequate funding	Head, General services	√	√			
Maintenance of 8 CHRAJ 2 bedroom flats	To create a congenial working environment for staff	Award contract for renovation works	Contract documents; Certificate of payment; handing over of renovated premises	Inadequate funding	Head, General services	√	√			
Maintenance of 9 duty posts residential accommodation in regions	To create a congenial working environment for staff	Award contract for renovation works	Contract document; Certificate of payment; handing over of renovated premises	Inadequate funding	Head, General services	√	√	√	√	√
Maintenance of 50 district offices	To improve working environment	Award contracts for renovation of 50existing districts offices	Contract documents Renovated offices	Inadequate funding	Head, General services	√	√	√	√	√
Replace existing network backbone at Head Office and Regional offices	To improve existing network backbone	Award contract to replace existing network backbone for Head office and for Regional offices	Contract awarded, inspection report	Inadequate funding	Heads, General services/ Procurement/ICT	√	√	√	√	√
Establish network infrastructure at the District offices	To improve communication at the District level	Award contracts for network backbone	Certificate of payment	Inadequate funding	Commissioners; Head, ICT	√	√	√	√	√

OUTPUT 3: Infrastructure improved by 25% by 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Acquire ICT equipment	To improve ICT infrastructure	Award contracts for supply and installation	Contract documents, Store vouchers,	Inadequate funding	Commissioners; Heads Procurement/ICT	√	√	√	√	√
Automate CHRAJ services(Head office, Regional and District Offices)	Enhance service delivery	Award contract for supply of computers and accessories	Contract documents; Store receipt vouchers, way bills for purchased items	Inadequate funding	Commissioners; Heads Procurement/ICT	√	√	√	√	√
Acquire 10 Station Wagons; 10 Saloon cars, 60 Pickup vehicles and 40 Motorbikes	To improve service delivery	Award contracts for 1 saloon car,3 Station Wagons and 10 motorbikes	Contract documents; Store receipt vouchers, way bills for purchased items	Inadequate funding	Commissioners; Head Procurement	√	√	√	√	√
Acquire furniture, fixtures and furnishings for Head office, regional and district offices	To improve work environment	Award contract for supply of furniture and fixtures	Contract documents; Store receipt vouchers, way bills for purchased items	Inadequate funding	Commissioners; Head, Procurement	√	√	√	√	√

OUTPUT 4: General Administration (Internal management) of CHRAJ improved in 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Materials and Office consumables	To use goods & services	Award contract for supply of printed materials & consumables	Printed materials & other office consumables supplied	Inadequate funding	Director, HR/ Admin	√	√	√	√	√
Utilities	To use goods & services	Purchase utilities	ECG, Telecom, Water etc. purchased	Inadequate funding	Director, HR/ Admin	√	√	√	√	√
General Cleaning	To use goods & services	Award contract for contract cleaning	Cleaning materials & Contract cleaning services	Inadequate funding	Director, HR/ Admin	√	√	√	√	√
Rentals/Lease	To use goods & services	Pay rent per Tenancy Agreements	Office & residential accommodation etc	Inadequate funding	Director, HR/ Admin	√	√	√	√	√
Travel & Allowance	To use goods & services	Purchase fuel and lubricants and procure other services	Fuel and lubricants, foreign travels, maintenance and repairs of official vehicles etc.	Inadequate funding	Director, HR/ Admin	√	√	√	√	√
Repairs & Maintenance	To use goods & services	Execute repairs/ maintenance plan	Repairs of office & residential buildings, furniture and fixtures etc	Inadequate funding	Director, HR/ Admin	√	√	√	√	√
Consultancy Expenses	To use goods & services		Receipts to cover expenses, evidence of service(s) rendered	Inadequate funding	Director, HR/ Admin	√	√	√	√	√

OUTPUT 4: General Administration (internal management) of CHRAJ improved in 2025 (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Employer Social Benefit in cash	To use goods & services		Workman compensation, contributions, awards & rewards etc.;	Inadequate funding	Director, HR/ Admin	✓	✓	✓	✓	✓
Miscellaneous Expenses -	To use goods & services		Professional fees, court expenses etc.	Inadequate funding	Director, HR/ Admin	✓	✓	✓	✓	✓

Implementation Plan for Corporate Governance and Reporting Obligations (SO5)

SO5: CORPORATE GOVERNANCE AND REPORTING OBLIGATIONS IN CHRAJ IMPROVED BY 50% BY 2025										
OUTPUT 1: Corporate affairs and visibility improved by 20% by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Strengthen corporate affairs and enhance visibility - media relations, staff capacity to engage with media	To develop passion of Journalists to write stories on mandate areas proactively	Yr 1 = One workshop for 20 Journalists in Accra Yr 2 to Yr 4 = Two workshops for 10 Journalists in two regions (10 participants per region)	Seminar / workshop reports	Availability of funds Willingness of media houses to participate	Director, Corporate Affairs & Comm.	✓	✓	✓	✓	✓
Enhance communication through CHRAJ website and social media handles	To facilitate communication with stakeholders	Social Media Escort (External workshops) Wireless Internet Access (MiFis)	Traffic on website and social media handles	Relevant content and regular update to content	Director, Corporate Affairs & Comm.; Head, ICT	✓	✓	✓	✓	✓

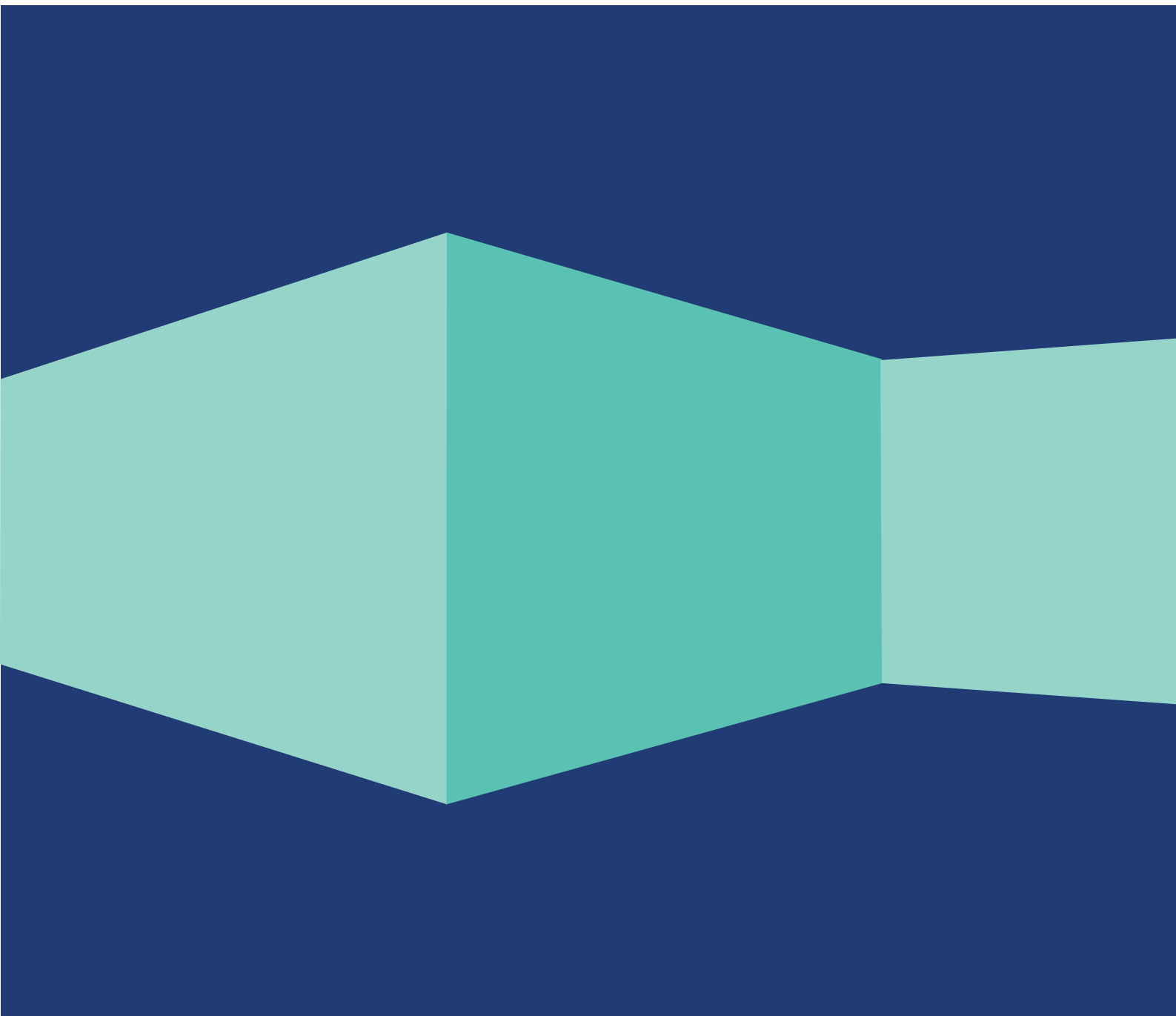
OUTPUT 2: Monitoring and evaluation increased by 20% by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Monitor the implementation of 2020-2024 Strategic Plan & issue M&E reports.	To assess performance against set targets	External consultancy	M & E reports	Availability of funds	Head, M & E	√	√	√	√	√
Conduct regular audits for HQ,RO,DO	To verify effectiveness and efficiency in the use of resources To determine proper book-keeping and management of assets	Examining accounting and other operational records	Internal and external audit reports	Availability of funding	Head, Internal Audit	√	√	√	√	√
Hold Audit Committee Meetings	To ensure compliance with internal controls	Meetings	Meeting report	Availability of funding	Audit Committee	√	√	√	√	√
OUTPUT 3: Formulation of National Policy & Legislation by 2025										
Review CHRAJ Act and Constitutional Instrument in line with recommendations of the Constitution Review Commission and UN Mandate holders	To strengthen the legal framework	Management identifies and appoints suitable persons as members	Letters of appointments and terms of reference	Willingness of members to participate	Commissioners; Head, Policy & Planning	√				
Formulate advisory to the Executive and Parliament on Legislation and National Policy	To support decision making and guide and staff conduct	Two workshops to develop gender and sexual harassment policies (20 people)	Gender, sexual harassment and other policy documents	Availability of funds	Head, Policy & Planning; Review C'ttee	√	√	√	√	√

OUTPUT 4: Research and Training Centre (RTC) established by 2025										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Establish Research & Training Centre (consultation etc.)	To operationalize the RTC	Set up a committee to implement recommendations	Implementation report	Availability of reports and funds;	Director, Research			√	√	√
OUTPUT 5: Reporting obligations and participation in meetings honoured periodically										
Meet Domestic Reporting Obligations (Parliament, ND-PC, MOFEP)	To meet the statutory reporting requirements of the Commission	Compiling and printing of Annual Report including Annual Committee Meetings	Annual reports	Availability of funding and competent staff	Head, ICU; M&E Annual Report Committee	√	√	√	√	√
Meet International Reporting Obligations (UN and Regional Bodies)	To meet the statutory reporting requirements of the Commission	Compiling and printing of Annual Report including Annual Committee Meetings	Annual reports	Availability of funding and competent staff	Head, ICU; M&E Annual Report Committee	√	√	√	√	√

OUTPUT 5: Reporting obligations and participation in meetings honoured periodically (cont.)										
Activities	Objectives	Methodology	Indicators (OVI)	Assumption	Responsibility	Year				
						2021	2022	2023	2024	2025
Participate in international and regional Human Rights, Anti-corruption and Ombudsman meetings and Conferences (GANHRI, NANHRI, NNHRI-WA, Commonwealth Human Rights Forum*, AOMA, IOI, AACA, Commonwealth, NASIWA, International Association of Anticorruption Authorities)	(i) To meet CHRAJ's independent/alternate reporting obligations under international and regional human rights mechanisms. (ii) To meet monitoring of State compliance of Human Rights treaty obligations	Three workshops involving 5 people	The various reports	Resources will be made available on time	Director, Human Rights; Head, ICU	√	√	√	√	√
Participate in UN & other international & regional conferences/ meetings (UPR & Human Rights Council meetings, UNODC meetings, UNCAC meetings etc.)	To share and learn experiences and best practices	Attend conferences and report on sessions	Conference reports	Availability of funds	Director, Human Resource; Head, ICU	√	√	√	√	√

Chapter five

BUDGET FOR THE 2021-2025 STRATEGIC PLAN



BUDGET FOR THE 2021-2025 STRATEGIC PLAN

Indicative Budget Summary for 2021 -2025 Strategic Plan

Strategic objective	Total cost (GH¢)
SO 1: HUMAN RIGHTS SITUATION IN GHANA IMPROVED BY 10% BY 2025	33,500,000
SO 2: ADMINISTRATIVE JUSTICE IN GHANA IMPROVED BY 10% BY 2025	16,163,098
SO 3: CORRUPTION IN GHANA REDUCED BY 5% BY 2025	37,450,000
SO 4: WORKING CONDITIONS IN CHRAJ IMPROVED BY 10% BY 2025	101,730,000
SO 5: CORPORATE GOVERNANCE AND REPORTING OBLIGATIONS IN CHRAJ IMPROVED BY 50% BY 2025	10,450,000
Total	199,293,098

Resource mobilisation

The fiscal allocation from Central Government (GoG), though inadequate, remains the main source of funding for the Commission. Analysis of the 6-year budget trend in six programme-based budget documents at the Ministry of Finance for CHRAJ's operations from 2015 to 2020 depicts an uneven percentage performance. Within the review period of 2015 to 2019, a cumulative sum of Gh¢ **113,048,318.50** was allocated by central government to the Commission. This comprised compensation, goods and services and capital expenditure. 93.4% of this amount (Gh¢ **105,571,118.53**) was released to the Commission.

The general trend of resource allocation shows an increase of 3% in 2016 allocation over 2015, 56% increase in 2017 budget allocation over 2016, a dip of 4.5% in 2018 allocation over 2017 and 25% increase in 2019 budget allocation over 2018.

However, in 2020, the allocation to the Commission increased from Gh¢ 31,948,070 in 2019 to Gh¢40,897,551 representing 28%. One significant feature in the 2020 allocation was a 120% increase in the goods and services component over that of 2019. The 2020 goods and services was Gh¢ 12,204,420.

Expenditure by Budget Program and Economic Classification indicates over the immediate three year period that allocated amounts for capital expenditure ranges between Gh¢ 2,500,000 and Gh¢ 5,500,000 though CHRAJ's estimated requests have on the average been pegged at over Gh¢ 10M per year since 2016.

It can be estimated that, within the period of the 2021-2025 Strategic Plan, in addition to wages and salaries (compensation) the Central Government support for operational and administrative expenditure (Goods & Services) will increase to about Gh¢ 70M while that of Capex is expected to rise up to Gh¢ 35M, leaving gaps of Gh¢ 63.4 million for G&S and Gh¢ 30.9 million for Capex respectively.

Aspects of the plan are on-going projects and are funded by development partners. The World Bank is funding the Ghana Secondary Cities Project and Public Sector Reform for Results Project.

The Commission will therefore require Development Partner support to fund the gap to enable the Commission prosecute its mandate effectively.

Breakdown of budget by strategic objectives, outputs and activities

Breakdown of Budget for Strategic Objective 1

SO1: HUMAN RIGHTS SITUATION IN GHANA IMPROVED BY 10% BY 2025							
OUTPUT 1: Protection of fundamental Human Rights and Freedoms by 2025							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Investigate 49,500 complaints	To provide remedy/redress	Investigation reports; decisions; Case book; Proof of service	1,000,000	3,000,000	4,000,000	4,500,000	5,500,000
Conduct 5 Systemic investigations (cultural, discriminatory and other systemic violations)	To provide remedy/redress	Investigation reports; decisions; Case book; Proof of service	200,000	350,000	400,000	500,000	550,000
OUTPUT 2: Public Education on fundamental Human Rights & freedoms conducted by 2025							
Develop human rights educ. manuals and related materials	To promote respect for human rights in Ghana	Manuals, flyers etc.	250,000	300,000	300,000	300,000	350,000
Conduct 15,000 public education activities on fundamental human rights and freedoms	To promote respect for human rights in Ghana	Activity reports; Participants' attendance lists; Photographs	250,000	500,000	1,000,000	1,000,000	1,250,000

Output 3: Monitoring Human Rights and SDG implementation							
Conduct research into trends of human rights violations based on complaints received	To assess the nature and trend of human rights violations	Statistical reports on the State of Human Rights in Ghana	20,000	20,000	20,000	20,000	20,000
Monitor, (Research) and report on human rights situation in Ghana	To establish the human rights situation in Ghana	Monitoring and Research reports	400,000	450,000	500,000	500,000	550,000
Monitor SDG implementation by duty bearers in Ghana		SDG Monitoring report	400,000	450,000	500,000	550,000	600,000
Monitor Right to vote in National Elections and Referenda and make appropriate recommendations and interventions		Election Monitoring report			1,000,000	2,000,000	

Breakdown of Budget for Strategic Objective 2

SO2: ADMINISTRATIVE JUSTICE IN GHANA IMPROVED BY 10% BY 2025							
OUTPUT 1: Enforcing Administrative Justice in public service delivery by 2025							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Investigate 3000 complaints	To resolve and dispose of complaints	Investigation reports: Decisions: Case book: Terms of settlement	300,000	1,000,000	1,000,000	1,100,000	1,100,000
OUTPUT 2: Service Charter for Secondary Cities (MMDAs) developed by 2025							
Assist a number of Secondary Cities to develop Service Charters	To have standards for measuring service delivery	Service Charters of secondary cities developed	150,000	200,000	150,000		
Train Client Service Units of MDAs	To create internal grievance mechanism and ensure quality Service delivery	Training reports	300,000	500,000	450,000	350,000	150,000

OUTPUT 3: Capacity building of Clients Service Units in all MDAs in Grievance Resolution by 2025							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Train staff in the Clients Service Units	To improve grievance resolution handling mechanisms in the MDAs	Training reports, Participants' attendance lists; Photographs	400,000	850,000	950,000	600,000	263,098
OUTPUT 4: Public Education on Principles of Administrative Justice conducted by 2025							
Conduct 5000 public education activities for the general public	To create awareness about the Ombudsman mandate of the Commission for duty bearers and rights holders	Activity reports, Participants' attendance lists, Photographs	350,000	650,000	800,000	950,000	1,000,000
Develop and issue guidance notes, fact sheets, leaflets, etc on all aspects of CHRAJ's administrative justice function and expected standards applicable in public service	To educate the public on the admin Justice mandate	20,000 guidance notes, fact sheets, leaflets developed	150,000	350,000	200,000	150,000	150,000
OUTPUT 5: Capacity building for Management personnel of selected MDAs in principles of Administrative Justice by 2025							
Train 200 management personnel of MDAs over a 5-year period in principles of administrative justice	To appreciate the Admin. Justice mandate of the Commission	Training reports, Participants' attendance lists, Photographs	200,000	300,000	350,000	350,000	300,000

OUTPUT 6: Research report on statistics and data on service delivery submitted periodically							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Conduct research into trends of administrative injustice occasioned by acts, decisions & omissions of administrative bodies and officials based on complaints received	To assess the nature and trend of Administrative Justice complaints	Statistical report on the state of Administrative Justice	20,000	20,000	20,000	20,000	20,000

Breakdown of budget for Strategic Objective 3

SO3: CORRUPTION IN GHANA REDUCED BY 5% BY 2025							
OUTPUT 1: Anti-corruption laws and Codes of Conduct enforced by 2025							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Investigate 500 complaints and allegations of corruption by public officers	To determine the merit of the allegations	Investigation reports; Decisions; Case book; Terms of settlement	600,000	850,000	950,000	1,000,000	1,100,000
Investigate contra-ventions / breaches of Code of Conduct for public officers	To determine the merit of the allegations	Investigation reports; Decisions; Case book; Terms of settlement	500,000	500,000	500,000	500,000	500,000
OUTPUT 2: 10 corruption risk assessments conducted by 2025							
Conduct Risk Assessments in 10 selected institutions	To identify corruption risk areas / loopholes in the target institutions	Risk assessment reports	150,000	200,000	150,000	150,000	100,000
OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025							
Sensitize CHRAJ staff on NACAP and SDGs	To enable staff to understand NACAP and its linkage with the SDGs	Activity reports; Participants' attendance list; Photographs	150,000	350,000	400,000	500,000	100,000

OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025 (cont.)							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Organize regular public education and awareness creation exercises on corruption and the NACAP for MDAs and MMDAs	To sensitize public officers on their role in implementing NACAP	Activity reports; Participants' attendance lists; Photographs	150,000	250,000	200,000	200,000	200,000
Organize 5000 public education and awareness creation programmes on corruption for the general public	To sensitise and build public capacity to fight corruption	Activity reports; Participants' attendance lists; Photographs	350,000	800,000	900,000	800,000	900,000
Examine the linkage between gender and corruption	To help the public appreciate how corruption impacts different genders	Research/ study report	100,000	100,000	100,000	100,000	100,000
Designate and train Ethics officers in regions	To assist in the enforcement of Codes of Conduct for Public Officers of Ghana	Training reports; Compliance reports by public institutions; Participants' attendance lists; Photographs	170,000	170,000	170,000	170,000	170,000
Establish Safe and Confidential Reporting System and establish Whistleblowing disclosure mechanisms	To enable employees and the general public to report corruption and misconduct	Safe and Confidential Reporting Systems established (toll free telephone lines etc.)	50,000				
Review, evaluate and upgrade Safe and Confidential Reporting System and establish Whistleblowing disclosure	To plug gaps in the system and enable people report corruption and misconduct	Review report		100,000	130,000	150,000	120,000

OUTPUT 3: CHRAJ's Role under NACAP activities implemented by 2025 (cont.)							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Initiate the establishment of Ethics Development Centre	To develop ethics in the country	A functional Ethics development Centre established	150,000	250,000	200,000	100,000	50,000
Strengthen Anti-corruption capacity at districts, regional levels	To build capacity of public to address corruption	Training reports; Participants' attendance lists; Photographs	100,000	150,000	100,000	110,000	100,000
Implement the Public Service integrity program (Codes of Conduct, Conflict of Interest and Gift disclosure rules)	Promote integrity in public offices	Implementation report	250,000	700,000	550,000	500,000	500,000
Monitor compliance of the Code of Conduct for public officers	To assess the level of compliance	Monitoring Report on compliance of the Code of Conduct for public officers	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Implement Schools Integrity Programme			500,000	1,000,000	1,100,000	1,200,000	1,200,000
Compile & issue State of Corruption Report annually	To account to the public on anti-corruption measures undertaken within the year	State of Corruption Report	50,000	50,000	50,000	50,000	50,000
OUTPUT 4: Coordination of Implementation of NACAP by 2025							
Prepare NACAP annual work plans	To provide implementing partners with the work plan for the year	NACAP annual work plan	200,000		300,000		
Prepare NACAP Annual Progress Report	To provide implementing partners with NACAP Annual Progress Report	NACAP annual Progress Report	150,000	175,000	175,000	200,000	

OUTPUT 4: Coordination of Implementation of NACAP by 2025 (cont.)							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Undertake field Monitoring exercises on selected implementing partners	Verify data collected To assess progress of implementation	Implementation reports; Monitoring and evaluation report	250,000	250,000	250,000	250,000	
Launch the annual Anti-Corruption and Transparency (ACT) week and disseminate NACAP Progress Report	To notify to the public the commencement of the ACT week	Act Week Report; NACAP Progress Report	300,000	350,000	350,000	350,000	400,000
Organize the annual conference to commemorate the International Anti-Corruption Day	To raise awareness of UNCAC and enlist public support to fight corruption	Conference report; Participants' attendance lists; Photographs	100,000	125,000	150,000	175,000	200,000
Organize regular meetings of NACAP Implementation Structures (High Level Implementation and Monitoring and Evaluation Committees) – 4 meetings each per year	To provide guidance and strategic direction to implementing partners	Minutes of meeting	100,000	125,000	150,000	175,000	150,000
Conduct End Term Evaluation of NACAP	To evaluate the implementation of NACAP	End-term evaluation report					1,500,000
Implement MoU for key accountability institutions on coordination (Internal)	To provide forum for key accountability institutions to share information regularly and coordinate activities	Implementation report	50,000	50,000	50,000	50,000	50,000

OUTPUT 4: Coordination of Implementation of NACAP by 2025 (cont.)							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Engage CSOs and Non-State Actors	To build and sustain partnership	Minutes of consultation meetings; Correspondences; Participants' attendance lists	100,000	125,000	150,000	175,000	200,000
OUTPUT 5: Research report on statistics and data on enforcement of anti-corruption legislation and Codes of Conduct by 2025							
Conduct re-research into trends of corruption offences and breaches of the Code of Conduct based on cases investigated	To assess the nature and trend of corruption related complaints	Statistical report on the state of corruption related complaints	20,000	20,000	20,000	20,000	20,000

Breakdown of budget for Strategic Objective 4

SO4: WORKING CONDITIONS IN CHRAJ IMPROVED BY 10% BY 2025							
OUTPUT 1: Conditions of Service of Staff improved by 2025							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Prepare and implement annual budget	To budget for the year's activities	Approved budget; Budget reports	80,000	100,000	115,000	135,000	150,000
Develop new scheme of service and Conditions of Service for new job evaluation	To motivate and retain staff, delivering improved public service	Revised scheme of service and Conditions of Service in place	75,000	45,000			
Implement New Scheme of Service and Conditions of Service	To motivate for improved service delivery	Letters and Memos		50,000	40,000	30,000	30,000
OUTPUT 2: Staff capacity improved by 20% by 2025							
Conduct training needs assessment	To identify critical gaps	Reports on training needs assessment	40,000		30,000		30,000

OUTPUT 2: Staff capacity improved by 20% by 2025 (cont.)							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Conduct refresher courses for all staff internally (200 staff each year)	To develop highly skilled, knowledgeable, and professional staff delivering enhanced services	Training reports; Participants; attendance lists; Photographs	300,000	700,000	700,000	700,000	600,000
Commission select Training Programmes for Heads of Department and senior officers	To develop highly skilled, knowledgeable and professional staff delivering enhanced services	Training report; Certificates of participation	200,000	450,000	450,000	450,000	450,000
Provide special capacity building programmes on leadership and the CHRAJ mandates for Commissioners	To develop highly skilled, knowledgeable and professional leaders delivering enhanced services	Training report; Certificates of participation	250,000	400,000	450,000	450,000	450,000
OUTPUT 3: Infrastructure improved by 25% by 2025							
Acquire titles to CHRAJ lands	To improve visibility of the Commission	Contract documents; Certificate of payment; Inspection report	75,000	75,000	75,000	75,000	75,000
Complete Reconstruction of the burnt section of the Old Parliament Chamber	Provide additional office space and improve work environment	Contract documents; Certificate of payment; Inspection report	3,000,000	5,000,000	7,000,000	2,000,000	
Upgrade/ Acquire six (6) regional offices in the new regional capitals	To create a congenial working environment for staff	Contract documents; Certificate of payment; Inspection report	200,000	500,000	500,000		
Construct 5 regional offices	To create a congenial working environment for staff	Contract documents; Certificate of payment; Inspection report		2,500,000	2,500,000	2,500,000	2,500,000

OUTPUT 3: Infrastructure improved by 25% by 2025 (cont.)							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Renovate 5 regional offices	To improve working environment for staff	Contract documents; Certificate of payment; Inspection report	250,000	500,000	500,000		
Maintenance of 8 CHRAJ 2-bedroom flats	To create a congenial working environment for staff	Contract documents; Certificate of payment; Inspection report		100,000	100,000	100,000	100,000
Maintenance of 9 duty posts residential accommodation in regions	To create a congenial working environment for staff	Contract documents; Certificate of payment; Inspection report	50,000	100,000	100,000	100,000	100,000
Maintenance of 50 district offices	To improve working environment	Contract documents; Certificate of payment; Inspection report	100,000	200,000	200,000	150,000	100,000
Replace existing network backbone at Head office and Regional offices	To improve existing network backbone	Contract documents; Certificate of payment; Inspection report	300,000	500,000	500,000	400,000	300,000
Establish network backbone at the Districts Offices	To improve communication at the District level	Contract documents; Certificate of payment; Inspection report		250,000	250,000	250,000	250,000
Acquire ICT equipment	To improve ICT infrastructure	Contract documents; Certificate of payment; waybill; Inspection report	800,000	500,000	500,000	400,000	300,000
Automate CHRAJ services (Head office, Regional and District Offices)	Enhance service delivery	Contract documents; Certificate of payment; waybill; Inspection report	400,000	250,000	200,000	200,000	

OUTPUT 3: Infrastructure improved by 25% by 2025 (cont.)							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Acquire 10 station wagons, 10 saloon cars, 60 pickup vehicles and 40 motorbikes)	To improve service delivery	Contract documents; Certificate of payment; waybill; Inspection report	1,500,000	5,000,000	5,500,000	5,700,000	5,800,000
Acquire furniture, fixtures and furnishings for Head office, regional and district offices	To improve work environment	Contract documents; Certificate of payment; waybill; Inspection report	250,000	750,000	1,000,000	1,250,000	1,250,000
OUTPUT 4: General Administration (Internal Management) of CHRAJ improved by 2025							
Materials and Office consumables	To use goods & services	Printed materials & other office consumables supplied	700,000	900,000	900,000	800,000	700,000
Utilities	To use goods & services	ECG, Telecom, Water etc. purchased	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
General Cleaning	To use goods & services	Cleaning materials & Contract cleaning services	200,000	250,000	250,000	250,000	250,000
Rentals/Lease	To use goods & services	Office & residential accommodation etc	500,000	800,000	800,000	900,000	500,000
Travel & Allowance	To use goods & services	Fuel and lubricants, foreign travels, maintenance and repairs of official vehicles etc.	500,000	1,000,000	1,000,000	1,000,000	1,000,000
Repairs & Maintenance	To use goods & services	Repairs of office & residential buildings, furniture and fixtures etc	500,000	500,000	500,000	500,000	500,000
Consultancy Expenses	To use goods & services	Local Consultants fees;	200,000	300,000	250,000	250,000	250,000

OUTPUT 4: General Administration (Internal Management) of CHRAJ improved by 2025 (cont.)							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Employer Social Benefit in cash	To use goods & services	Workman compensation, contributions, awards & rewards etc.;	740,000	740,000	740,000	740,000	740,000
Miscellaneous Expenses -	To use goods & services	Professional fees, court expenses etc.	200,000	200,000	200,000	200,000	200,000

Breakdown of budget for Strategic Objective 5

SO5: CORPORATE GOVERNANCE AND REPORTING OBLIGATIONS IN CHRAJ IMPROVED BY 5% BY 2025							
OUTPUT 1: Corporate affairs and visibility improved by 20% by 2025							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Strengthen corporate affairs and enhance visibility - media relations, staff capacity to engage with media	To develop passion of Journalists to write stories on mandate areas proactively	Seminar / workshop reports; Participants' attendance list; Photographs	50,000	75,000	100,000	75,000	50,000
Enhance communication through CHRAJ website and social media handles	To facilitate communication with stakeholders	Traffic on website and social media handles	50,000	100,000	75,000	75,000	100,000
OUTPUT 2: Monitoring and evaluation increased by 20% by 2025							
Monitor the implementation of 2021-2025 Strategic Plan & issue M&E reports'.	To ensure uniformity and consistency with the strategic objectives	M&E reports on implementation of SP 2021-2025		50,000	75,000	75,000	100,000
Conduct regular audits for HQ,RO,DO	To verify effectiveness and efficiency of resources	Audit reports		50,000	100,000	150,000	125,000
Hold Audit Committee meetings	To ensure compliance with internal controls	Meeting reports		75,000	80,000	90,000	100,000

OUTPUT 3: Formulation of National Policy & Legislation by 2025							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Review of legislation, policy and others -	To update legislation and policies to reflect current trends	Legislation and policy reviewed	130,000	230,000	240,000	150,000	50,000
OUTPUT 4: Research and Training Centre (RTC) established by 2025							
Establish Research & Training Centre (Consultation etc.)	To ascertain the requisite human and material resource for RTC	Needs assessment report	100,000	200,000	250,000	250,000	200,000
OUTPUT 5: Reporting obligations honoured periodically							
Meet Domestic Reporting Obligations (Parliament, NDPC, MOFEP)	To meet the statutory reporting requirements of the Commission	Annual reports	100,000	100,000	100,000	100,000	100,000
Meet International Reporting Obligations (UN and Regional Bodies)	To meet CHRAJ's independent/alternate reporting obligations under international and regional human rights mechanisms; meet monitoring of State compliance of Human Rights treaty obligations	The various reports	75,000	80,000	85,000	90,000	100,000
Participate in international and regional Human Rights, Anti-corruption and Ombudsman meetings and Conferences (GANHRI, NANHRI, NNHRI-WA, Commonwealth Human Rights Forum*, AOMA, IOI, AACA, Commonwealth, NASIWA, International Association of Anticorruption Authorities)	To discharge membership obligations	The various reports	250,000	600,000	650,000	700,000	800,000

OUTPUT 5: Reporting obligations honoured periodically (cont.)							
Activities	Objectives	Indicators (OVI)	Cost per year (GH¢)				
			2021	2022	2023	2024	2025
Participate in UN & other international & regional conferences/ meetings (UPR & Human Rights Council meetings, UNODC meetings, UNCAC meetings etc.)	To share and learn experiences and best practices	Conference reports	300,000	600,000	650,000	700,000	800,000

Responsibility for the implementation of the strategic plan

- a. GENERAL OVERSIGHT RESPONSIBILITY - General oversight responsibility for the plan will be the Deputy Commissioner who will report to the Commissioner.
- b. STRATEGIC OBJECTIVE 1 -The Director for Human Rights.
- c. STRATEGIC OBJECTIVE 2 -The Director for Administrative Justice.
- d. STRATEGIC OBJECTIVE 3 -The Director for Anti-corruption.
- e. STRATEGIC OBJECTIVE 4 -The Director for Human Resource and Administration.
- f. STRATEGIC OBJECTIVE 5 -Heads of Department for Programmes and Projects, Corporate Affairs and Communication, & Policy, Planning, Monitoring and Evaluation.

Monitoring and evaluation

To ensure successful implementation of the plan, the following strategies will be used to monitor and evaluate each of the strategic objectives.

- a. At the Head Office
 - Monthly Departmental Meetings to assess status of implementation.
 - Quarterly management meetings to provide departmental update and be subjected to peer review.
 - Compilation of Quarterly report including statistical analysis.
 - Case officer’s monthly activity report.

- Periodic review of the plan by the Administrative Justice Director.
- Activity/ Workshop report.
- Participant evaluation report.
- Clients satisfaction survey.
- Submission of Activity report/data to Monitoring and Evaluation unit and receipt of feedback from the unit.
- Project implementation teams to monitor the implementation of the plan.
- Annual work plan review meetings.
- Regular Field Inspections/visits and verification of data.

b. In the Regions

- Meetings on quarterly basis by the Management.
- Staff durbars.
- Inspection of closure reporting.
- Visitation to the Districts.
- Appraisals.
- Annual work plans.
- To do surveys.

