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**5-YEAR STRATEGIC PLAN (2021-2025)  
THE COMMISSION ON HUMAN RIGHTS AND  
ADMINISTRATIVE JUSTICE (CHRAJ)**

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**MONITORING AND EVALUATION  
(M&E) PLAN**

**November 22, 2021**



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# Abbreviations and Acronyms

AACA	African Coalition for Corporate Accountability
ACT	Anti-corruption and Transparency
AGM	Annual General Meeting
AOMA	African Ombudsman and Mediators Association
APR	Annual Progress Report
APRM	Annual Partnership Review Meeting
ARAP	Accountability, Rule of Law and Anti-Corruption Programme
AU	African Union
AWP	Annual Work Plan
CAPEX	Capital Expenditures
CDD	Centre for Democratic Development
CG	Consultative Group
CHRAJ	Commission on Human Rights and Administrative Justice
CMAs	Central Management Agencies
CPESDP	Coordinated Programme of Economic and Social Development Policies
CRC	Citizens Report Card
CSOs	Civil Society Organisations
DOVVSU	Domestic Violence and Victims Support Unit
DPs	Development Partners
DQAF	Data Quality Assurance Framework
EOCO	Economic and Organised Crime Office
FIIAP	Fundación Internacional y Paralberoamérica de Administration y Politicas Públicas
GACC	Ghana Anti-Corruption Coalition
GANHRI	Global Alliance of National Human Rights Institutions
GDP	Gross Domestic Product
GGI	Good Governance Index
GII	Ghana Integrity International
GSGDA	Ghana Shared Growth and Development Agenda
GSS	Ghana Statistical Services
HLPF	High Level Political Forum
HR	Human Resource
HRM	Human Resource Management
ICT	Information Communication Technology
IIAG	Ibrahim Index of African Governance
IOI	International Ombudsman Institute
ISD	Information Services Department
KNCHR	Kenya National Commission on Human Rights
KPIs	Key Performance Indicators
LI	Legislative Instrument
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments, Agencies
MDBS	Multi-Donor Budgetary Support
MMDAs	Metropolitan, Municipal and District Assemblies
MOF	Ministry of Finance
MOGCSP	Ministry of Gender, Children and Social Protection
MONICOM	Monitoring and Evaluation Committee
NACAP	National Anti-Corruption Action Plan
NACoRD	National Anti-Corruption Reporting Dashboard
NANHRI	Network of African Human Rights Institutions

NCCE	National Commission for Civic Education
NDPC	National Development Planning Commission
NGOs	Non-Governmental Organisations
NNHRI-WA	National Human Rights Institutions in West Africa
OECD	Organisation for Economic Co-operation and Development
OHCS	Office of the Head of Civil Service
PAC	Public Accounts Committee
PBB	Programme Based Budget
PFM	Public Financial Management
PM&E	Participatory Monitoring and Evaluation
PPA	Public Procurement Authority
PPBME	Policy, Planning, Budget, Monitoring and Evaluation
PPME	Policy, Planning, Monitoring and Evaluation
PPMED	Policy, Planning, Monitoring and Evaluation Department
PSC	Public Services Commission
PWDs	Persons with Disabilities
QPR	Quarterly Progress Report
RBME	Results-Based Monitoring and Evaluation
RPCUs	Regional Planning Coordinating Units
RSIM	Research, Statistics and Information Management
RSIPR	Research, Statistics, Information and Public Relations
RTC	Research and Training Centre
SDGs	Sustainable Development Goals
SIA	Special Impact Assessment
SMTDP	Sector Medium-Term Development Plan
SOC	State of Corruption
SOC	Statement of Compliance
SOHR	State of Human Rights
SP	Strategic Plan
SWG	Sector Working Group
SWOT	Strength, Weaknesses, Opportunities and Threat
UNCAC	United Nations Convention against Corruption
UNDP	United Nations Development Programme

# FOREWORD



**MR. JOSEPH AKANJOLENUR WHITTAL**  
Commissioner  
*Commission on Human Rights and Administrative  
Justice (CHRAJ), Ghana*

**T**he Commission on Human Rights and Administrative Justice (CHRAJ) is the main national institution mandated by the constitution of Ghana to protect fundamental human rights and to promote good governance in Ghana.

In pursuance of its mandate, CHRAJ has prepared and implemented successive plans and programmes of which the 2021-2025 Strategic Plan is the latest. The current plan has been prepared against the backdrop that Ghana has made significant progress in its democratic governance, rule of law and human rights space. However, significant challenges persist, characterized by weaknesses in the area of rights to education, health and housing among other socio-economic rights, as well as combating corruption in

the public sector and among the Ghanaian society. It is in the light of these, that the current Strategic Plan is being implemented to consolidate the gains made so far and accelerate progress in areas where weaknesses persist.

Overall, the 2021-2025 Strategic Plan is envisaged to lead to improvements in the Human Rights situation in Ghana, as well as ensure that Power continue to be accountable to the people and corruption in the Ghanaian society is reduced significantly.

To help monitor and evaluate implementation of priority interventions outlined in the Strategic Plan and take the necessary remedial actions for the attainment of programmed outcomes, this M&E Plan is prepared for implementation by the Commission. It is the first of such comprehensive M&E Plan to be adopted by the Commission, showing how mechanisms and systems are going to be integrated to ensure the availability of reliable and prompt data or information for policy-making decision.

The adoption of this M&E Plan is the first step towards achieving the long-term vision of placing M&E at the centre of policy-decision making at the Commission. Over the next five years, the Commission wants to be the go-to institution for accurate up-to-date and adequate information or data on human rights, administrative justice and anti-corruption issues in Ghana. This will entail strengthening its internal capacity to produce, analyse and store comprehensive data on its three core mandate areas. In this regard, this M&E Plan will serve as an important framework for multi-stakeholder engagement and resource mobilization to advance its vision.

The Commission wishes to express its profound gratitude to all partners and stakeholders, especially, the Consultant and the National Development Planning Commission, for their technical support and direction in the preparation of this M&E Plan. It is the hope and expectation of the Commission that partners will continue to provide collaborative support towards the realization of the goals and objectives envisaged in Plan.

Signed:   
MR. JOSEPH AKANJOLENUR WHITTAL  
(Commissioner, CHRAJ-Ghana)

# ACKNOWLEDGEMENT

The Commission of Human Right and Administrative Justice (CHRAJ) is extremely grateful to its stakeholders for the enormous support and the amount of information provided for the preparation of this M&E Plan. In a special way, the Commission is indebted to the Commissioner and his two Deputies, for their vision and personal commitment and leadership towards this initiative.

The Commission is also grateful to management and the entire staff for their contribution towards the Plan, including their technical support in clarifying the concepts and issues; provision of relevant information and data, as well as facilitating and participating in all the review meetings. The Commission is immensely indebted to Mr. Kenneth Owusu, the Consultant for effectively leading and guiding the process to a successful conclusion. His insights and incorporation of new concepts in the Plan was illuminating and created opportunity for staff and management to learn new M&E concepts.

The Commission is appreciative of the involvement and contribution of relevant public sector institutions, especially the National Development Planning Commission (NDPC) who provided technical backstopping to the process. In this instance the following persons require special mention, Dr. Felix Addo-Yobo, Ms. Patience Ampomah, Mr. Stephen Ampem-Darko and Mr. Daniel Amofa. Other partners who require special mention are Ghana Statistical Service (GSS), Parliament, Ghana Audit Service and Judicial Service.

Finally, efforts of the M&E Unit of the Commission, especially Mr. Adam Fadil-Rahman, the Deputy Director in-charge of M&E, deserves special recognition for his personal commitment and efforts for conceptualizing and coordinating the execution of the project.

# EXECUTIVE SUMMARY

The Commission on Human Rights and Administrative Justice (CHRAJ) was created by the 1992 Constitution of the Republic of Ghana to: (i) protect universal human rights and freedoms, including civil, political, economic, social, and cultural rights; (ii) serve as the Ombudsman of Ghana to protect and promote administrative justice by ensuring that the government and its officers are accountable and transparent; and (iii) serve as an Anti-Corruption Agency with powers to investigate and work to prevent corruption.

In pursuance of its mandate, the Commission has prepared a 5-year Strategic Plan (SP) to be implemented over the period 2021-2025. The priorities outlined in the SP are aimed at consolidating on the gains of successive plans and programmes implemented by the Commission since its establishment.

To help monitor and manage the implementation of the SP, this Monitoring and Evaluation (M&E) Plan, 2021-2025 is being prepared. The M&E Plan will serve as:

1. the main management tool for tracking and assessing the progress of implementation of the SP and introduce remedial measures where necessary, for the attainment of programmed outcomes;
2. the primary reporting framework to key oversight institutions, including Parliament and National Development Planning Commission (NDPC); and
3. the main accountability framework with key partners, including Development Partners, Civil Society Organisations, and Accountability Partners and Groups.

The Plan outlines the institutional arrangement required for proper functioning, coordination and conduct of M&E; key M&E activities to be carried out; and the pre-conditions and requirements for undertaking M&E, including personnel and resource requirements. It clearly articulates the indicators and targets to be monitored and reported on; the arrangement for producing, storing and managing data in support of M&E, and the arrangement for disseminating the outcomes of M&E.

The system approach for undertaking M&E under this plan entails a combination of routine monitoring and evaluation activities, as well as special and thematic studies. Monitoring will consist of the periodic or continuous assessment of key performance indicators (KPI), while evaluation will rely on a wider variety of methods to examine the implementation of interventions more closely, gain a better understanding of their nuances, and produce sound assessments of their consequences. Thematic studies will be conducted to assess the intended and unintended consequences of policy interventions and/or policy reforms on the well-being of stakeholders.

The long-term vision of CHRAJ is to achieve a free, just and equitable society where human rights and dignity are respected, power is accountable and governance is transparent. Within this context, the 2021-2025 Strategic Plan identifies 82 key interventions to be implemented, organized under 23 programme outputs. To assess implementation of these interventions the M&E Plan has identified 87 performance indicators, of which 59.8% were output indicators, 35.6% were outcome indicators and 4.6% were impact indicators. In addition to these monitoring indicators, the Plan outlines how CHRAJ will report on progress of implementation on a number of continental and global initiatives such as the SDGs and African Union Agenda 2063. To support the M&E system, a central database, effectively

linked to the regional and district offices would be established to serve as the source of verified and approved data for the Commission.

In order for M&E to serve as a public accountability and transparency instrument, the Plan employs a combination of e-dissemination approaches with traditional methods such as radio discussions, dialogue workshops, durbars, town hall meetings, and press conferences. This is to ensure that the information that the systems produce is publicly visible and easily accessible.

The implementation of the Plan is projected to cost **GH¢5,548,455.00** over the five-year plan period, of which 10.2% is required for implementation of routine monitoring activities; 22.7% for reporting on results; 17.4% for M&E capacity building; 12.5% for undertaking evaluations and special or thematic studies; 7.4% for the development of an integrated central database system; and 29.8% for dissemination and communication of results.

# Chapter 1: Introduction

## 1.1 Background

The Commission on Human Rights and Administrative Justice (CHRAJ) was created by the 1992 Constitution of the Republic of Ghana to: (i) protect universal human rights and freedoms, including civil, political, economic, social, and cultural rights; (ii) serve as the Ombudsman of Ghana to protect and promote administrative justice by ensuring that the government and its officers are accountable and transparent; and (iii) serve as an Anti-Corruption Agency with powers to investigate and work to prevent corruption.

To protect universal human rights and freedoms, the Commission, among others:

- Promotes public education and awareness, research and monitoring;
- Investigates complaints of violations of fundamental human rights and freedoms using various methods, including mediation, negotiation, and formal hearing;
- Carries out special investigations into human rights abuses that are systemic or cultural; and
- Investigates other human rights violations brought to the Commission's attention.

To promote administrative justice, the Commission:

- Investigates complaints of maladministration, abuse of power and unfair treatment by public officials;
- Investigates complaints about discrimination, delays, omissions or failures by public institutions or officials;
- Investigates complaints about actions of public institutions, including Ministries, Departments, Agencies [MDAs], where such actions and decisions occasion injustice, unfairness or hardship;
- Investigates complaints of unequal access to recruitment into the public services [MDAs, Police Service, Prisons Service, Armed Forces, etc];
- Takes appropriate action to remedy, correct or reverse any action or decision that can be described as maladministration, abuse of office, or unfair treatment, or which undermines sound public administration; and
- Educates the public to demand and hold public officials accountable in public administration.

As an Anti-Corruption Agency, the Commission:

- Investigates allegations of corruption and conflict of interest, abuse of power/office, and misuse of public monies in the public service;
- Investigates disclosures of impropriety under the Whistle-blowers Act and complaints of victimization of whistle-blowers in both the public and private sectors;
- Provides free advice and services on corruption prevention in Ghana;
- Works 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; and
- Sensitizes the general public about corruption and enlist public support to fight corruption at all levels of society.

In pursuance of its mandate, the Commission implemented a 5-year Strategic Plan (SP) from 2011 to 2015. However, between 2015 and 2020, implementation of programmes was largely drawn from key national, continental and global development frameworks such as: Ghana Shared Growth and Development Agenda II (GSGDA II, 2014-2017); Agenda for Job: Creating Prosperity and Equal Opportunity for All, 2018-2021; the Coordinated Programme of Economic and Social Development Policies (CPESDP) (2014-2020; and 2017-2024); Sustainable Development Goals (SDGs); and Africa Union Agenda 2063.

To provide a new focus for implementation of programmes and for the attainment of its constitutional mandate, the European Union through the Accountability, Rule of Law and Anti-Corruption Programme (ARAP)/Fundación Internacional y Paralberoamérica de Administración y Políticas Públicas (FIIAP), extended support to the Commission to develop a new 5-Year Strategic Plan to be implemented over the period 2021 to 2025.

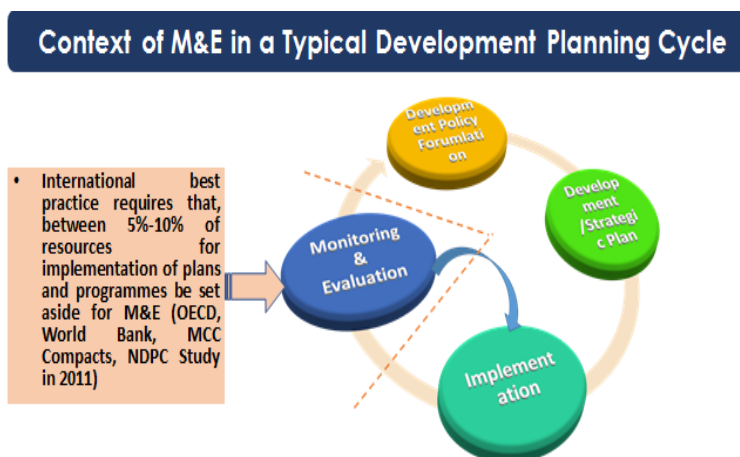
The priorities outlined in the SP is to consolidate on the gains of successive plans and programmes implemented by the Commission since its establishment. The overall objective of the Plan is to provide new framework for effective delivery of its three thematic mandates of human rights, administrative justice and anti-corruption. The Plan hinges on four pillars, namely:

- 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; and
- Improving staff efficiency through various development programmes and incentives as well as strategies to retain trained staff.

## 1.2 Why the M&E Plan?

Monitoring and Evaluation (M&E) is an essential management tool for national and sub-national governments, as well as non-state actors. It provides impetus both in the pursuit of policy, programme and project effectiveness, as well as ensuring accountability, responsiveness and transparency in the allocation of resources.

In a typical development planning cycle, M&E closes the loop without which the cycle is incomplete. However, for most public institutions in Ghana, M&E is given limited attention in terms of planning and resource allocation. In a study conducted by NDPC in 2011 the proportion of budgetary resources allocated to M&E by key government institutions constituted only between 0.27% and 2.0% during the 2009 and 2010 budget cycle, of which only about 35% were actually released. The



budgetary allocation for M&E by MDAs falls short of the recommended 2-5% as stated in the National Monitoring and Evaluation Manual. The OECD, however recommends that a higher threshold of 5-10% of total resources for implementation of programmes and plans should be allocated to M&E to ensure effective outcomes.

In Ghana, the legal framework guiding development planning is the National Development Planning (Systems) Act, 1994, Act 480 and the associated Legislative Instrument (L.I 2232). These legal instruments prescribe how M&E is expected to be conducted by Government Ministries, Departments and Agencies (MDAs), including CHRAJ, as well as the decentralised departments at the regional and district levels. Section 10 of the National Development Planning (Systems) Act, 1994, Act 480 makes it mandatory for designated public institutions to monitor the implementation of the programmes and plans and submit reports at intervals in prescribed formats to NDPC. In addition, Section 12, sub-section 1(b) of the Civil Service Law, 1993, established the PPMED to coordinate and monitor programmes of Ministries.

It is in the light of this that the preparation of CHRAJ's M&E Plan has become paramount. It will serve as:

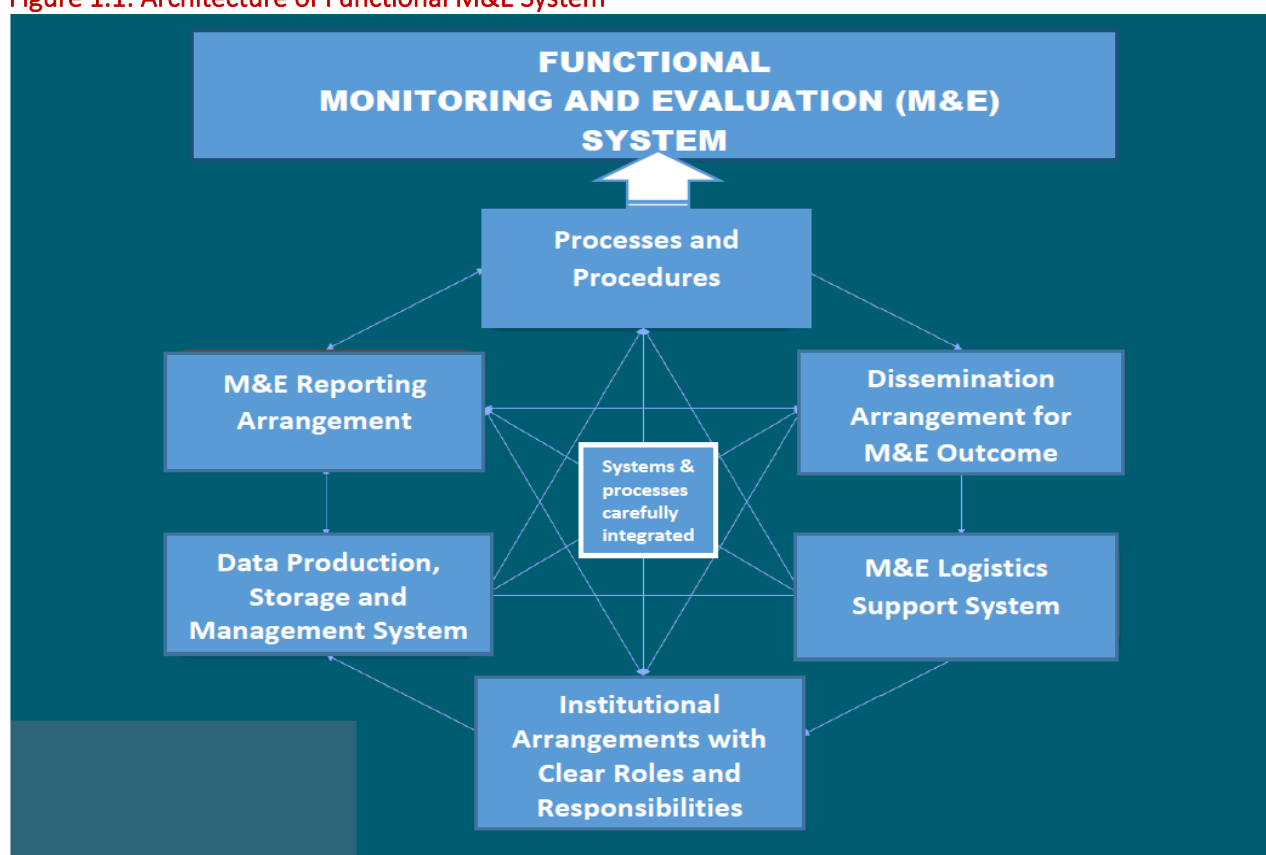
1. Management tool for effective implementation of the Strategic Plan. It will serve as a tool for tracking and assessing the progress of implementation of the Strategic Plan and introduce remedial measures where necessary, for the attainment of programmed outcomes.
2. The primary reporting framework to key oversight institutions, including Parliament, and National Development Planning Commission (NDPC). CHRAJ is required by law to submit annual performance report to Parliament (Article 218 (g) of the 1992 Constitution, and Section 7 (1) (h) of the Commission on Human Rights and Administrative Justice Act, 1993 (Act 456); and NDPC (Section 10 of the National Development Planning (Systems) Act, 1994, Act 480; Sections 17, 18 and 19 of L.I 2232). In addition, as part of the country's commitments under the various continental and global development agendas, including the UN 2030 Agenda and the Africa Union Agenda 2063, CHRAJ is designated as the main national institution to monitor and report on the country's progress towards the implementation of these commitments, especially those relating to Right-Based Approach to development. The M&E plan will therefore serve as a tool to provide the relevant information for reporting on these global commitments.
3. Main accountability framework with key partners, including Development Partners, Civil Society Organisations, and Accountability Partners and Groups. Within the framework of Paris Declaration and Development for result, a number of multilateral and bilateral donors continue to show interest in the Work of CHRAJ and have contributed resources toward implementation of agreed programmes and project. To ensure accountability and effective partnership, CHRAJ is required to demonstrate results recorded. On the other hand, Civil Society Groups serve as the conscience of the people and are required to assess and hold state institutions to account on the extent to which they are delivering on their constitutional mandate. It is in this regard that the M&E plan will serve as important instrument for generating the relevant reports for dialogue with Development Partners and Civil Society Groups.
4. Key inputs for the preparation of the national budget. To improve efficiency of budget administration and management, Ghana introduced the Programme Based Budget (PBB) to replace the Activity Based Budget in 2010. The PBB directly links planned expenditures to clearly determined results and improved service delivery within the mandate of the state

institution. The PBB is therefore a highly structured based framework, which requires significant information on results at the outcome, output and input levels. Effective M&E arrangement therefore serve as important pre-requisite for effective budget preparation and execution at CHRAJ and at national level.

### 1.3 Objectives and Scope of the Plan

The overall objective of this M&E plan is to clearly articulate the M&E and data production arrangement that will help provide the relevant information for assessing the effective implementation of the 5-year Strategic Plan. This entails outlining a comprehensive institutional M&E arrangement, showing how mechanisms and systems are integrated at the national, regional and district levels to ensure the availability of reliable and comparable information (Figure 1.1). It also includes arrangements for coordinating the system, including analyses and mode of reporting on progress to different stakeholders, including the Government of Ghana, Civil Society Organisations and Development Partners.

**Figure 1.1: Architecture of Functional M&E System**



*Source: Author's Data, 2021*

Areas covered by the plan are:

- i. Review of existing monitoring and evaluation systems in place.
- ii. Key institutional arrangement required for proper functioning, coordination and conduct of M&E.
- iii. Key M&E activities and frequency to be undertaken. This will include performance indicators (output and outcomes) with clear definitions, baseline, milestones, data collections strategies, and frequency of collection. It will also include methodologies for measuring

these and who is responsible for collection. It will clearly demonstrate how the impacts outlined in the Strategic Plan will be measured and evidence for the evaluations will be generated. Systematic disaggregation of data including by sex, disability, geographical location and income status will be important throughout.

- iv. The plan will clearly articulate how evaluations would be conducted and the methodologies to be used.
- v. It will also articulate how to harmonise with national M&E systems, draw on existing data available and ensure new data collection proposed is complementary to existing systems and data is made available to national stakeholders as far as possible.

## 1.4 Guiding Principles

The guiding principle for the design of the M&E plan include the following:

- Broad based ownership;
- Leadership by Commissioners;
- Stakeholder participation;
- Easy access to information; and
- Harmonization of information and alignment to national processes.

**Broad Based Ownership:** broad ownership of the M&E system ensures the participation of a wide range of stakeholders and subsequently guarantees the credibility of the information generated by the system.

**Effective Institutional Leadership:** Effective institutional leadership of the M&E system will guarantee the entrenchment of results culture at all level of CHRAJ, increase the capacity to manage for development results and ultimately institutionalise the use of M&E outcomes to influence policy making, implementation and management.

**Stakeholder Participation:** Stakeholder's participation in the M&E process promotes public accountability and ensures transparency in public policy management. It also ensures broad based ownership of the M&E process and its outcome.

**Easy Access to Information:** Complete access to quality and reliable data on regular basis ensures the credibility and relevance of M&E information, which eventually enhances dialogue on public policy. The implementation of the M&E Plan is likely to be more effective if stakeholders know what it sets out to do and how much progress is being made towards the attainment of the objectives.

**Harmonisation of information and alignment to national process:** The primary means of influencing policy management with M&E outcomes is through the national budget. For it to be successful in influencing policy, the M&E outcomes under the CHRAJ's 5-Year Strategic Plan have to be designed to target each stage of the national policy making management cycle.

## 1.5 Process for Preparing the Plan

The process for preparing the M&E plan include the following steps:

### Step 1: Review of relevant resources

Throughout the development of the M&E Plan, relevant documents are reviewed. These included: the strategic plans of CHRAJ's M&E reports, NACAP Annual Progress Reports,

Monitoring of Prisons reports, CHRAJ's State of the Human Rights reports, evaluation reports, and performance reports. A review of documents provided the consultant with the necessary understanding of the situation and inform the development of the plan.

#### **Step 2: Data collection**

Data collection undertaken through consultations and interviews. Interviewees include Management and officers of CHRAJ at the national, regional and district levels, NDPC, and selected MMDAs.

#### **Step 3: Prepare Assessment report**

An assessment report on existing M&E systems in CHRAJ is prepared. This provided the consultant with an understanding of the M&E conditions in CHRAJ and inform the preparation of the M&E Plan.

#### **Step 4: Participate in validation meeting/workshop**

On submission and review of the draft M&E Plan, consultation is undertaken with key stakeholders, including international partners, to thoroughly review the draft plan and provide further inputs to enrich it.

#### **Step 5: Finalise and submit M&E Plan**

A final review of the revised M&E Plan will be undertaken taking into consideration all the comments, suggestions and contributions made by stakeholders.

### **1.6 Structure of the Plan**

In addition to Chapter one, which provides the background, rationale, objective and scope, guiding principles underlying the Plan, as well as the processes and structure of the plan, the rest of the Plan is structured as follows:

**Chapter Two:** Presents a review of the existing M&E arrangement at CHRAJ focusing on the institutional arrangements, processes for undertaking M&E, how the system has evolved over time, key M&E reforms undertaken so far, and the existing gaps in the current M&E architecture compared with standard benchmarks for a functional M&E system. It also presents the Strength, Weaknesses, Opportunities and Threat (SWOT) analysis of the existing M&E architecture.

**Chapter Three:** Presents the proposed M&E institutional arrangements for undertaking M&E under this plan, specifying the roles and responsibilities of key actors, and the processes expected to be adopted for undertaking M&E under the plan, incorporating new approaches if necessary.

**Chapters Four & Five:** Chapter four outlines the pre-conditions and requirements for undertaken M&E, including personnel requirements. Chapter Five on the other hand, presents generic calendar for key M&E activities with associated resource outlay for the conduct of M&E. In addition, the kind of data collection and analysis expected to be conducted will be identified.

**Chapters Six & Seven:** The key M&E activities to be undertaken during the plan period, including annual reporting, special impact studies, and evaluations is presented in chapter six, while the theory of change underlying the selection of key performance indicators, analysis of key

performance indicators to be monitored, with the associated baselines and targets and the underlying assumptions is presented in chapter seven.

**Chapters Eight & Nine:** The arrangement for storing and managing an efficient database system in support of the M&E, as well as the strategies for enhancing its capacity is presented in chapter eight, while chapter nine outlines the key M&E reports to be prepared during the plan period.

**Chapters Ten:** The arrangement for disseminating the outcomes as well as the tools to be used for dissemination is presented in chapter ten.

# Chapter 2: Review of Existing M&E Arrangement

## 2.1 Introduction

This section presents the assessment of the existing M&E arrangement at CHRAJ and identifies areas of weakness that require strengthening. The assessment focuses on three broad areas namely, (i) the existing system or structure; (ii) the required input for the effective functioning of the system; and (iii) the major outputs of the M&E system.

The review of the existing system or structure focuses on identifying key actors in the M&E value chain, and how the systems are integrated both horizontally (i.e. within the national office as well as with other external actors at the national level) and vertically (i.e. with sub-national offices of CHRAJ), to generate M&E results. It also assessed the existing processes for undertaking M&E within the current system, as well as the existing architecture for storing and managing M&E data. This included assessment of the types of e-platforms in place at the Commission including NACoRD, E-Case Management System, Discrimination reporting Platform, etc and how they are integrated to provide a central data management system in support of M&E.

To get better appreciation of the nature and amount of input required for a well-functioning M&E system, assessment of the type and quantity of personnel in place for M&E activities at the national and sub-national levels was conducted. Logistics for supporting M&E activities, as well as the financial resource requirements, focusing on planned and actual funds expended on M&E annually was also analysed.

In addition, the major M&E activities undertaken by CHRAJ including annual assessments and period studies and evaluation, as well as key reports generated were assessed. The nature of dissemination arrangement for M&E results was also reviewed to provide an understanding of the tools used in sharing the results of M&E activities with stakeholders.

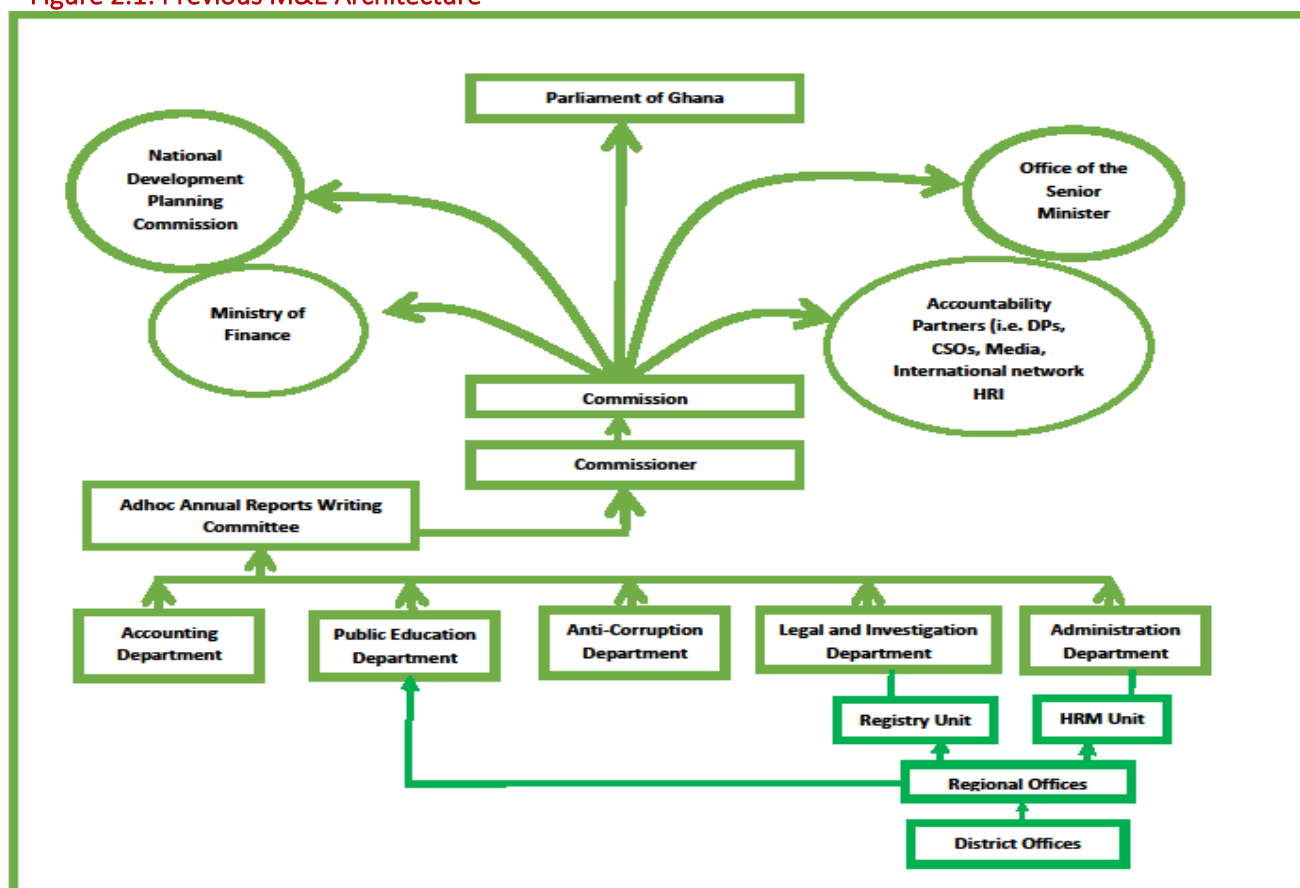
The following are the key findings from the diagnostic review.

## 2.2 Overview of the existing M&E Structure

### ***2.2.1 Institutional arrangement, actors, roles and responsibilities***

Figure 2.1 below shows the institutional architecture for the conduct of M&E at CHRAJ. It shows the key actors in the process and their respective roles and responsibilities. They include demand side actors such as Parliament, National Development Planning Commission (NDPC), Ministry of Finance and Accountability Partners; and the supply side actors such as CHRAJ's departments at the national, regional and district offices.

Figure 2.1: Previous M&E Architecture



Source: Derived from 2011 Strategic Plan

**Parliament of Ghana:** Parliament of Ghana has been designated as the key national institution to provide oversight on the performance of CHRAJ's constitutional mandate. In accordance with Article 218 (g) of the 1992 Constitution, and Section 7 (1) (h) of the Commission on Human Rights and Administrative Justice Act 1993 (Act 456), CHRAJ prepares and submits performance reports to Parliament on an annual basis.

**Office of the Senior Minister:** As part of CHRAJ's commitments under the World Bank's project with the Public Sector Reform Secretariat under the Office of the Senior Minister, CHRAJ prepares and submit quarterly and annual reports on the implementation of its components of Public Sector Reforms for Result Projects (PSRRP).

**National Development Planning Commission (NDPC):** NDPC is the national institution designated by law to coordinate the national planning and M&E system. Accordingly, CHRAJ prepares and submits its M&E plan on the implementation of its medium-term development plan to NDPC for review and approval, as well as its annual progress report as input into national annual progress reports.

**Ministry of Finance (MoF):** As the government institution responsible for mobilization, allocation and management of financial resources through the annual national budget; and monitoring government expenditure, MOF plays a significant role in: (i) ensuring that MDAs are held accountable for resource use; (ii) strengthening the capacity of key CMAs/MDAs to generate, analyse and disseminate financial data; and (iii) ensuring that the feedback from the M&E system

are fed into policy formulation and implementation through the annual budget. CHRAJ is therefore obliged to submit assessment of its budget performance to MOF on quarterly and annual basis focusing on how financial resources allocated to it were spent and results achieved against targets.

**Accountability Partners (DPs, CSOs, NGOs, media, & International network of Associations):**

As partners in social and economic development, accountability partners provide an independent view on human rights, anti-corruption and administrative justice. Specifically, accountability partners play an important role in the M&E framework by:

- collaborating with CHRAJ to undertake activities relating to investigations, policy formulation, reporting, among others;
- undertaking independent investigations on human rights, anti-corruption and administrative justice issues;
- assisting in the dissemination of CHRAJ documents; and
- providing resources and technical capacity for the undertaking of M&E activities.

**The Commission on Human Right and Administrative Justice:** The Commissioner and two Deputy Commissioners constitute the governing board of the Commission. They are charged with the responsibility of providing leadership to the Commission in discharge of its constitutional function. To this end, the Commission has legal requirement to regularly provide performance reports to key oversight and accountability institutions such as Parliament, NDPC and Accountability Partners.

**The Commissioner:** The Commissioner as the chairperson of the governing board provides leadership on the day-to-day running of the Commission to ensure that the services and work of the Commission is realised. In addition, he acts as the chief coordinator of the M&E activity of the Commission, thereby ensuring that the M&E function is effectively performed and the outcomes submitted to relevant stakeholders, including the oversight institutions. The M&E Unit reports directly to the Commissioner.

**The Adhoc Reports Writing Committee:** The Adhoc Reports Writing Committee comprises of selected representative of key departments of the Commission which are regularly constituted to prepare key reports of the Commission, including the annual performance report submitted to Parliament in fulfilment of the constitutional mandate.

**Accounts Department:** The Account Department of the Commission is responsible for coordinating and providing all financial data and information of the Commission, for the preparation of the Commission's M&E reports.

**Public Education Department:** As the department responsible for public education, it is responsible for coordinating and providing all data and information relating to public education campaigns, as input into the preparation of the Commission's M&E reports.

**Anti-Corruption Department:** As the department responsible for anti-corruption, it is responsible for coordinating and providing all data and information relating to anti-corruption, as input into the preparation of the Commission's M&E reports.

**Legal and Investigation Department:** As the department responsible for legal issues and investigations, it is responsible for coordinating and providing all data and information relating to

total complaint received across all the three functional areas of the Commission, and status of all investigation carried out as input into the preparation of the Commission's M&E reports.

**Human Resource and Administration Department:** The Human Resource and Administration Department of the Commission is responsible for coordinating and providing all data and information relating to information technology services of the Commission, human resources and provision of general services for the preparation of the Commission's M&E reports.

**CHRAJ's Regional Offices:** The Commission has 16 Regional Offices that coordinate its work in the 16 administrative regions of Ghana. The regional offices support the national M&E system by serving as the focal point for coordinating regional and district level M&E activities, and thereby providing regional level M&E information and report to the national level on regular basis.

**CHRAJ's District Offices:** CHRAJ has three Sub-Regional and 99 District Offices across the country that ensure that the services and work of the Commission are brought to the doorstep of the ordinary person in Ghana. CHRAJ's district offices act to support national level M&E activities by providing district level M&E information and report to the regional offices on regular basis for onward transmission to the national level.

### ***2.2.2 Existing processes for undertaking M&E***

The processes for undertaking M&E are derived from the nationally prescribed M&E arrangements. It starts with identifying and defining indicators for tracking the implementation of planned programmes, projects, and activities contained in the Commission's Strategic plans, Medium-Term Development Plans and Annual Work Plans (AWP). Baselines and targets for the planned period, as well as frequency of reporting and the department responsible for data collection for each indicator is identified.

Data for M&E is collected from the various departments, regional and district offices by the PPME Unit using purposefully designed data collection templates. This is done on an annual basis. Data is typically generated through field observations, key informant interviews, questionnaires, client satisfaction surveys, literature review and research work. Data is also obtained from administrative data sources such as divisional reports and the National Anti-corruption Reporting Dashboard (NACoRD).

The information collected is reviewed to ensure that the data collected is accurate, reliable, and credible. The review is done through meetings with focal persons and directors. The validated data is analysed to assess progress towards agreed targets. Trends and patterns across regions, locations (urban and rural) and socio-economic groups are included in the analysis where applicable.

Monitoring reports are prepared annually in conformity with the prescribed format by oversight institutions such as Parliament, NDPC and Ministry of Finance. The reports are reviewed by internal and external stakeholders and approved by the Commission before being published or submitted to the relevant agency of state. The approved M&E reports are published on the Commission's website and disseminated via email and hardcopies to stakeholders.

### 2.2.3 Data Storage and Management Arrangements

An efficient M&E system relies enormously on robust and efficient data collection, storage and management system with the capacity to guarantee timely quality data. Currently, CHRAJ does not have a central database system in place both at the national and sub-national level. With the exception of NACAP data which is stored on the NACoRD database, data and M&E information are currently stored on computers and external drives. This constitutes significant concern for effective monitoring and evaluation, due to the potential risk to quality data and ease of accessibility.

## 2.3 Required input for the effective functioning of the system

### Personnel

Currently, there are only two personnel who are deputy directors of M&E, managing the activities of the Policy, Planning, Monitoring and Evaluation (PPME) Unit. The two staff have limited M&E skills to effectively perform their duties, and therefore require further training to enhance their capacity.

The PPME Unit benefits from support and collaboration of the other departments and units of the Commission. The Research Department, for instance, provides support to the PPME Unit by generating and analysing data as well as undertaking other special studies and research.

The number of staff at the PPME Unit is inadequate to undertake the task of tracking progress of implementation of the Commission's Strategic Plan; evaluating the impact of policies and programmes of the Commission; promoting partnership for sharing; collating and analysing data to inform policy, planning, budgeting, among others.

At the sub-national level, there is no dedicated M&E personnel with specialized M&E skills. M&E activities are subsumed under the portfolio of legal officers, investigators, administrative and some support staff at the regional and district levels.

### Financial

Since the establishment of the PPME Unit in 2015, a budget line has been provided for the implementation of the M&E activities at the national level. However, no such budget line exists at the regional and district levels. The analysis of the budget allocation between 2019 to 2021 shows that on the average, resources to M&E activities constitute only 0.51% of the Commission's budget for goods and services. Actual releases were estimated at 70% of the budgeted allocation for the

Table 2.1: Number of Personnel at National Office

Department/Unit	Number of Personnel
Policy, Planning, M&E	2
Programmes and Projects office	1
Procurement and Logistics	3
Corporate Affairs & Communications	2
International Cooperation	3
Technology and Innovation	4
Internal Audit	4
Anti- Corruption	10
Public Education	8
Research	9
Finance	7
Budget	2
HR & Administration	46
Investigations	15
Human Right	15
Administrative Justice	9
Legal Services	4

period. This falls short of the recommended M&E budget threshold of 2-5% set by NDPC in its manual<sup>1</sup>.

## **Logistics**

At the national level, there is adequate ICT equipment (computers, printers, scanners and photocopiers) and reliable internet service for conducting monitoring and evaluation activities. Regional and district offices also have ICT equipment for performing their functions, however, there is no internet service.

Apart from the NACoRD which serves as a centralised database for NACAP information, the Commission does not have a centralised database for data storage. Currently, the Commission relies on hard drives and a server for backup, however it is not centralised and only existent at the national level. There is also no designated vehicle for M&E activities at the national and sub-national level. The PPME Unit at the national level is dependent on pool vehicles to undertake monitoring activities.

## **2.4 Major outputs of the M&E system**

The review of major output of the M&E system primarily focused on: the key routine M&E activities undertaken by the Commission; the main M&E reports prepared; the nature of dissemination activities undertaken and tools used.

### **2.4.1 Key Routine M&E activities**

The key M&E activities expected to be undertaken under a functional M&E System are: quarterly and annual monitoring of performance indicators on the implementation of the institution's development and strategic Plan; conduct of participatory monitoring and evaluation studies; conduct of special impact studies; and conduct of evaluations (i.e., ex-ante, mid-term and post-hoc evaluations). The assessment below is to evaluate the extent to which these activities have been carried out under the current CHRAJ's M&E system and make recommendation for improvements under the future M&E system.

### ***Annual Performance Monitoring***

The regular monitoring activities of the Commission have focused on NACAP monitoring and the annual performance assessment on the implementation of the Commission's Strategic Plan using pre-determined Key Performance Indicators (KPIs). The current routine monitoring activities include the following:

- i. Collection of data on the implementation of the Annual Work Programme (AWP);
- ii. Undertake annual field visit to collect information for the preparation of NACAP implementation reports;
- iii. Preparation of Annual Performance report for onward submission to Parliament as required under the 1992 Constitution of the Republic of Ghana;
- iv. Collection of data on key national development indicators related to the implementation of CHRAJ's medium-term development plan and submit as input to NDPC for the preparation of the national Annual Progress Report;

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<sup>1</sup> NDPC (2014). *National Monitoring and Evaluation Manual*. Accra, Ghana.

- v. Participation in stakeholder meetings at NDPC to review and make input into the preparation of Annual Progress Reports on the implementation of National Development Policy Frameworks;
- vi. Monitoring and preparation of reports on the Right Based Approach to Development as input into the national reporting on the SDGs and the African Union Agenda 2063;
- vii. Monitoring and preparation of reports on the implementation of CHRAJ's Annual budget and submit to the Ministry of Finance as input into the Programme Base Budget (PBB) preparation as well as national annual budget statement;
- viii. Monitor and prepare quarterly and annual project reports on donor projects including the World Bank and UNDP projects;
- ix. Organize regular stakeholder validation meetings on key M&E reports to ensure ownership and buy-in;
- x. Collection of results-based information on specified indicators on timely basis to assess the extent to which implementation of programmes and projects remains on-track or otherwise. Availability on timely information serves as important management tool to take corrective actions.

### ***Impact Studies/Special Studies***

The Commission has undertaken the following special studies to obtain additional information to assess the impact of its interventions, and for the management of implementation of its programmes and projects:

- i. Client Satisfaction Survey (2016 & 2017);
- ii. Report on Forced Marriages;
- iii. Monitoring the Right to Vote in National Elections and Referenda;
- iv. Research into exploitative Child Labour in the Fishing Industry; and
- v. State of Human Rights in Mining Communities.

### ***Other Activities***

Other M&E activities carried out by the Commission include:

- i. using M&E findings as basis to improve performance;
- ii. responding to data demands for accountability from government and CSOs, researchers, development partners and other stakeholders to build public trust;
- iii. submitting CHRAJ M&E Reports to Annual Reports Writing committee;
- i. providing M&E trainings for staff and partners;
- ii. supporting strategic and other long-term planning efforts (by providing baseline information on all CHRAJ activities and indicators);
- iii. coordinating the preparation of CHRAJ's MTDP;
- iv. collating annual CHRAJ data on NACAP and uploading them onto the NACoRD; and
- v. conducting research into trends on human right violation, corruption, administrative injustice and human rights and submit reports.

So far, no evidence exists on the conduct of participatory monitoring and evaluation studies, as well as evaluation of any form. These represents area of weakness in the M&E activity chain that require improvements. The resources and internal capacity to undertake policy, programme and project evaluation remains either unavailable or low at best.

### **2.4.2 Key M&E Reports**

M&E reports serve as the main tool for sharing the outcome of M&E activities with key stakeholders. As the by-product of M&E activities, the basic reports expected from a functional M&E system include: quarterly/annual progress/performance reports; special/impact studies reports; participatory monitoring and evaluation reports and evaluation reports. Indeed, Article 218 (g) of the 1992 Constitution, and Section 7 (1) (h) of the Commission on Human Rights and Administrative Justice Act 1993 (Act 456) and Section 10 of the National Development Planning (Systems) Act, 1994, Act 480; Sections 19 of L.I 2232 demand CHRAJ to submit specified M&E reports to Parliament and NDPC respectively.

Currently, the key M&E reports prepared by the Commission include the following:

- i. Annual Reports
- ii. Investigation reports
- iii. Special Studies Reports
- iv. Research Report
- v. NACAP implementation reports
- vi. State of Human Rights (SOHR) Reports

So far, no evidence exists of any programme or project completion or evaluation reports as well as any participatory M&E reports. Most of the regular monitoring reports are largely annual reports with limited priority given to quarterly reporting.

### **2.4.3 Dissemination of Results and Arrangement**

Dissemination of M&E results is an essential part of the M&E system because it means that stakeholders get the right information in a timely manner and in the right format. Dissemination strategy is essential when planning to conduct M&E. The strategy should identify who needs to receive the M&E results, in what format and when, tools and channels to meet the needs of specific stakeholders at different times.

M&E reports of the Commission are mostly disseminated internally to the Commissioners and other staff members through email and printed copies. Some reports are disseminated through workshop, conference and fora. For example, the NACAP report is disseminated during the Anti-corruption and Transparency week (ACT Week) which was introduced in 2017. The entire week is dedicated to discussion and debate on the report with key stakeholders (CSOs, MDAs, MMDAs, Private sector and Development Partners) for feedback. Periodically, the Commission conducts press briefings to inform the public on important human rights and administrative justice issues.

To reach the wider stakeholders, the Commission distributes its M&E reports through emails, upload on the Commission's website and share hard copies via dispatch. The main concern for the existing dissemination architecture includes the following:

- i. Inadequate use of existing Social Media platforms (i.e., Twitter, Facebook);
- ii. Inadequate platform to engage key stakeholders such as Donors, CSOs, Private Sector to discuss the performance report;
- iii. Limited discussion on TV and Radio of M&E outcomes;
- iv. Limited community durbars and town hall meetings;
- v. Absence of policy briefs and simplified versions on M&E reports; and

- vi. Limited collaboration with other key partners such as NCCE to disseminate M&E outcomes.

## 2.5 Gaps Analysis

Overall, the Commission's M&E System has recorded some improvements since its establishment in 2015, with relevant structures and processes being developed especially at the national level. However, the following areas requires the necessary attention to make it more efficient and robust:

1. Review of the institutional arrangements for the conduct of M&E has shown inadequate use of existing national institutions such as Ghana Statistical Services (GSS) and the academia who have the proven capacity to carry out special/impact studies and participatory monitoring and evaluation surveys. Giving the nascent nature of the PPME Unit of the Commission, it is impossible to have all the capacity required for the relevant M&E activities, especially those relating to surveys and special studies. It would therefore be important for the Commission to build the necessary partnership with such institution and leverage on their capacity to perform some of those relevant M&E functions.
2. Also, there is lack of clarity on the PPME Unit function at the Regional and District Offices. Currently, the Regional and District Offices do not have M&E officers in position and the only linkage they have with the PPME Unit at the national level is through the Public Education Department, HRM Unit under the HR and Administration Department, and the Registry Unit under the Investigation Departments by way of providing administrative data on reported cases of administrative injustices, anti-corruption and human right issues. For efficient M&E System therefore, the M&E system at the sub-national level should be strengthened and effectively integrated into the national system.
3. Data collection to track progress is done on an adhoc basis through focal persons. This indicates lack of efficient process manual and template for collecting data on progress on quarterly and annual basis for analyses and reporting. This poses significant constraints to the smooth operation of the M&E system. Also, there is limited clarity on the definition of indicators which affect comprehension and data collection for planned and implemented programmes and projects. This causes delays in submitting data by the focal persons and continue to hinder the early release of M&E reports.
4. The Commission does not have a centralised data management system. It has e-platforms (i.e., NACoRD and E-Case Management System) which are not integrated, whiles most data are stored on hard drives and a server which is not centralized. For effective M&E system, a centralised data management system, which is integrated with the existing e-platforms at the Commission is necessary.
5. Staffing to undertake M&E activities at national, regional and district level remain a concern both in terms of quantity and quality. Only two officers are in position at the PPME Unit at the national level, whiles the regions and districts have no dedicated M&E personnel at post. M&E activities are currently carried out by non-M&E personnel. This presents significant challenge for effective M&E.

6. The M&E system was observed to be poorly resourced. Although a budget line has been established for M&E in the Commission's annual budget, however, resources allocated to M&E activities remain inconsequential and fall far short of the minimum threshold recommended by NDPC. Also, no internet infrastructure exists at the regional and district levels for M&E work. Most officers at the Regional and districts level resorts to their own mobile data for M&E work.
7. No evidence exists on the conduct of participatory monitoring and evaluation studies, as well as evaluation. There is disproportionate emphasis on conduct of monitoring at the expense of participatory monitoring and evaluation studies and evaluation. Since the establishment of CHRAJ's PPME unit in 2015, no evaluation has been conducted by the Commission. The resource and internal capacity for conduct of policy, programme and project evaluation is virtually non-existence. This situation presents a major challenge for effective M&E.
8. The dissemination arrangement of M&E outcomes is also not adequately developed. The Commission has not taken advantage of the existing dissemination platforms to fully share the outcome of its M&E activities, especially at the community level. For instance, the NCCE has extensive community level architecture for disseminating and educating people of policies and programmes. Leveraging on such platform will effectively enhance the capacity of the Commission to share the outcomes of its M&E activities to more stakeholders.

## 2.6 S.W.O.T Analysis

There is adequate legal framework in Ghana to support the development of effective M&E system at all levels of public institutions. However, evidence abound on persistent weaknesses in various M&E arrangements at institutional level, leading to underperformance and consequent gaps in availability, quality, timeliness and use of M&E results. On the use and demand side there are often weak links between the budgetary, planning and M&E process where each of these is done in isolation. The table provides a summary of the strengths, weaknesses, opportunities and threats (SWOT) to the M&E at CHRAJ<sup>2</sup>.

Without a strong and sustainable M&E and statistical system, CHRAJ will struggle to make evidence informed policy decisions, to know how policies and programmes are performing and to provide information to key stakeholders as well as promote learning. The collapse of the Multi-Donor Budgetary Support (MDBS) arrangement has led to dwindling coordinated donor support to M&E at the institutional level and hence derailing institutional M&E reforms and capacity development. While current efforts are being made to accommodate shortfalls from the changing environment in global development financing, the effort at best has been inadequate and more innovative internal resource mobilisation framework is required.

**Table 2.2: Strengths, Weaknesses, Opportunities and Threats to M&E**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Legal framework in place in support of CHRAJ M&amp;E</li> <li>• Existence of basic M&amp;E system</li> <li>• High Demand for M&amp;E outcomes among Governance and Accountability group of Development Partners</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;E and statistics capacity within CHRAJ remains relatively weak</li> <li>• Limited allocation for M&amp;E (less than 1%) contrary to requirements (2-5%)</li> </ul>

<sup>2</sup> The SWOT analysis is informed by technical discussions and the SWOT of the 5-Year Strategic Plan, 2021-2025.

<ul style="list-style-type: none"> <li>• Awareness of the importance of preparing costed M&amp;E plans</li> <li>• Many potential M&amp;E champions within and outside of accountability and human rights space</li> <li>• External collaboration exists to support the development of the M&amp;E capacity of CHRAJ. For example, collaboration with NDPC.</li> </ul>	<ul style="list-style-type: none"> <li>• Use of M&amp;E data to inform performance assessment and links of performance to planning and budgeting are weak</li> <li>• M&amp;E Unit not adequately resourced</li> <li>• Past M&amp;E efforts has disproportionately focused on monitoring with little attention to evaluation</li> <li>• Dissemination of M&amp;E data/ reports and statistical information is not in user-friendly formats</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• CHRAJ designated as the national institution to report on the right based indicators places responsibility on CHRAJ to develop their M&amp;E system</li> <li>• CHRAJ Commissioner's position as the Chairman of the 2030 Agenda for Sustainable Development Goals and African Union Agenda 2063 Working Group of the Network of African Human Rights Institutions (NANHRI) makes him appreciate the need to enhance the data production capacity of CHRAJ and reporting</li> <li>• Recognition at senior level that there is a lack of data</li> <li>• Recognition at senior level that M&amp;E requires necessary attention</li> <li>• Ongoing effort to develop efficient data management system</li> <li>• Enhanced collaboration with GSS to utilise administrative data as well as support CHRAJ's data collection efforts</li> <li>• Ongoing effort with Denmark to enhance the capacity of CHRAJ to report on the SDGs by mapping the right based indicators</li> <li>• Existence of citizen generated data to serve as complementary sources of information on reporting on the SDGs and other global commitments</li> <li>• Existence of technical support for M&amp;E and statistical activities within the Development Partners Community</li> </ul>	<ul style="list-style-type: none"> <li>• Concepts, objectives and benefits of a well-functioning M&amp;E and statistical system are generally not well understood</li> <li>• Inadequate capacity and resources to conduct evaluation</li> <li>• Inadequate capacity to use administrative data</li> <li>• Fragmented and dwindling support by DPs to M&amp;E</li> </ul>

# Chapter 3: Proposed M&E Arrangement

## 3.1 Introduction

This chapter outlines the institutional architecture to be established for the conduct of M&E during the Strategic Plan period, including specifying the key actors in the value chain and their respective roles. It will also describe the processes to go through in carrying out regular M&E activities.

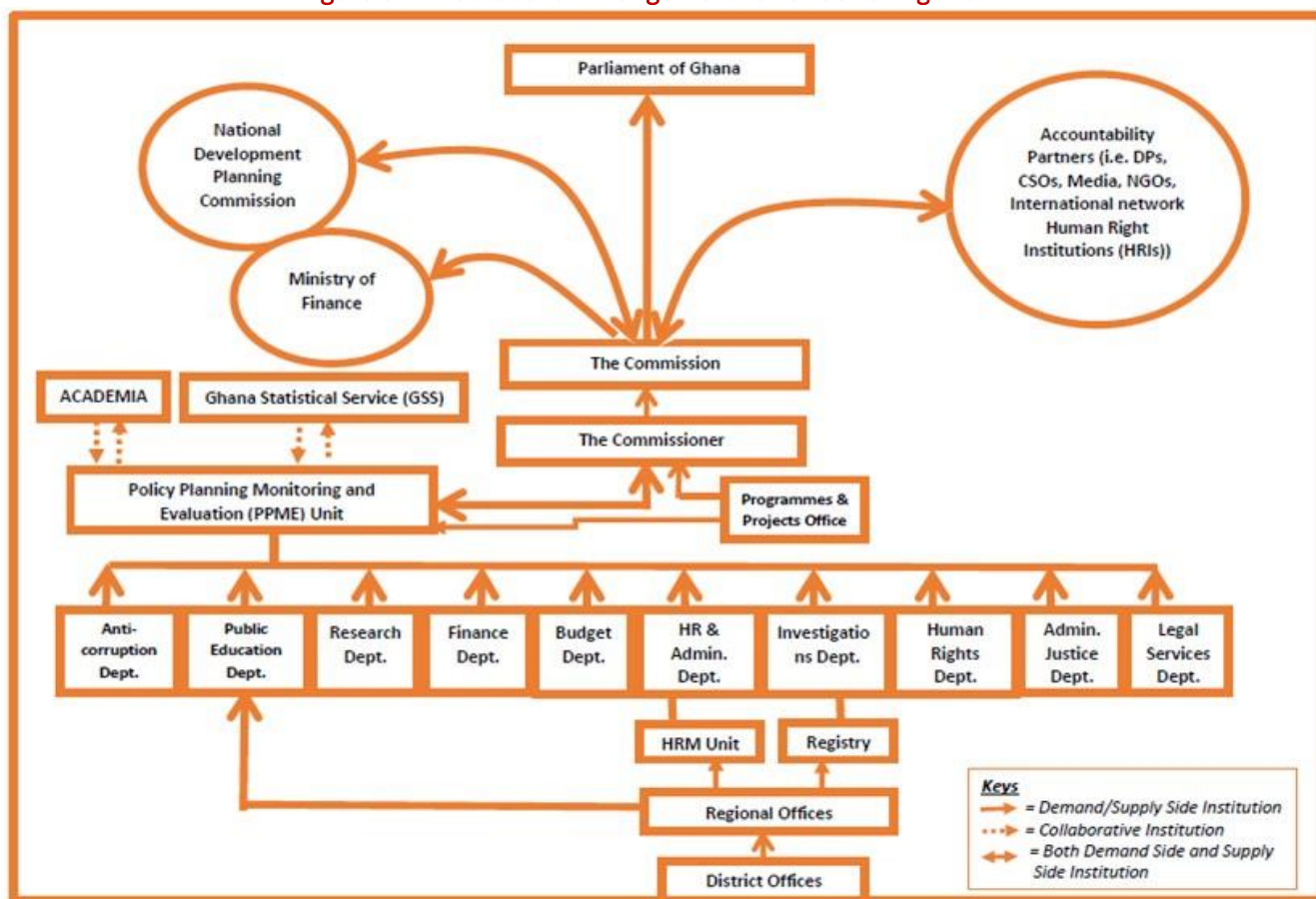
## 3.2 Institutional Arrangement, roles and responsibilities

The institutional arrangements to guide the monitoring and evaluation activities of CHRAJ during the implementation of the SP is derived primarily from the administrative and operational set up of CHRAJ, expressed in the new Organisational Structure approved in 2018. The arrangement includes key actors and specific role of each actor in the process.

### 3.2.1 Key Actors of the M&E System

Based on the review of the past M&E architecture and the requirements of modern approaches to the conduct of M&E, the institutional structure below has been proposed for the conduct of M&E under the 5-Year Strategic Plan (Figure 3.1).

Figure 3.1: Institutional Arrangement for Undertaking M&E



Source: Derived based on the 2018 CHRAJ's Organogram and 2021 Strategic Plan

It comprises of: (i) Demand Side Institutions, and (ii) Supply Side institutions which are the basic features of any functional M&E System. The Demand Side institutions in this regard include:

- Parliament;
- National Development Planning Commission;
- Ministry of Finance; and
- the Accountability Partners and Stakeholders.

The Supply Side institutions on the other hand include:

- All MDAs and MMDAs including Parliament and NDPC;
- Relevant Departments of CHRAJ;
- Think-Tanks;
- All Directorates and Units of national office of CHRAJ; and
- Regional and District offices of CHRAJ.

Ghana Statistical Services (GSS) and Academia will serve as major collaborators in carrying the M&E by providing technical support for provision and analysis of relevant data, as well as conduct of planned surveys.

### ***3.2.2 Roles and Responsibilities of Key Actors***

**Parliament of Ghana:** Parliament as one of the key arms of government, plays an important role in monitoring government policies and programmes. The Commission is constitutionally mandated by Section 7 of Act 456 pursuant to Article 218 of the 1992 Constitution to report annually to Parliament on the performance of its functions. The Commission also submits budget estimates and attends budget hearings for Parliament to approve its budget. The Commission occasionally attends to Parliament on request and/or summons. It will continue to play this role under the current architecture. On the other hand, Parliamentary Service will be required to submit to CHRAJ their respective component report on the implementation of the NACAP.

**NDPC:** As a key government institution mandated to monitor and evaluate all government policies, programmes and projects, the Commission plays a key role in building M&E capacities for Ministries, Departments and Agencies (MDAs) as well as developing the national M&E architecture to guide the conduct of M&E. The Commission also develops formats for the preparation of quarterly and annual reports of MDAs which include predefined and agreed indicators. CHRAJ is required by law to submit both quarterly and annual progress report on the implementation of its medium-term development plan, as well as report on the implementation of components of the SDGs and African Union Agenda 2063 which is within their mandate. NDPC within this institutional architecture will continue to receive the designated report from CHRAJ, while they also submit the prescribed report on the implementation of their component of the NACAP.

**MoF:** The Ministry of Finance as the key government institution responsible for mobilization, allocation and management of financial resources plays a significant role in:

- ensuring that CHRAJ prepare their annual budgets in compliance with the PFM Act, 2016 (Act 921);
- ensuring that CHRAJ maximize the prudent use of budgetary allocations and is accountable for resource use;
- strengthening the capacity of CHRAJ to generate, analyse and disseminate financial data; and

- ensuring that the feedback from the M&E system are fed into policy formulation and implementation through the annual budget.

In this regard CHRAJ will prepare and submit budget performance report to the Ministry of Finance on regular basis, while they also submit the prescribed report on the implementation of their component of the NACAP.

**Accountability Partners (DPs, CSOs, NGOs, media, & International network of Associations):** As partners in social and economic development, accountability partners provide an independent view on human rights and administrative justice. Specifically, accountability partners play an important role in the M&E framework by:

- collaborating with CHRAJ to undertake activities relating to investigations, policy formulation, reporting, among others;
- undertaking independent investigations on human rights, administrative injustice and corruption issues;
- assisting in the dissemination of CHRAJ documents; and
- providing resources and technical capacity for the undertaking of M&E activities.

The collaboration with accountability partners will continued to be strengthened and sustained under this arrangement.

**Ghana Statistical Service (GSS):** The Ghana Statistical Service is the main national institution mandated by the Constitution to oversee data collection, analysis, compilation and dissemination activities across government institutions, including all major surveys and systematic compilation of statistics and indicators from all major sources of data (i.e., censuses, sample surveys, and administrative records). In this regard and based on its enormous experience and capacity to undertake national surveys and develop statistical system, GSS will serve as collaborative partner in the institutional structure, providing technical support for the development of the statistical capacity of CHRAJ, as well as providing technical backstopping in major surveys to be carried out under this M&E plan. It will also support the M&E system of CHRAJ by assisting in the design of the methodologies, approaches and the instruments employed in collecting data at the national, regional and district levels.

**Academia:** The Academia in Ghana serves as a store of intellectual work, analytical capacity and knowledge, as well as experience in conduct of surveys. In this regard, Academia will serve as collaborative partner in the institutional structure, providing technical support for the development of the statistical capacity of CHRAJ, as well as providing technical backstopping in major surveys to be carried out under this M&E plan. CHRAJ will collaborate with academia to develop methodologies and approaches in the conduct of M&E, as well as harness the enormous data available at academia to report on progress of implementation of key interventions.

**Commission on Human Rights and Administrative Justice:** The Commission on Human Rights and Administrative Justice (CHRAJ) is mandated by Article 216 and Act 456 to: (i) protect universal human rights and freedoms, including civil, political, economic, social, and cultural rights; (ii) serve as the Ombudsman of Ghana to protect and promote administrative justice by ensuring that the government and its officers are accountable and transparent; and (ii) serves as an Anti-Corruption Agency with powers to investigate and work to prevent corruption.

As a result of its unique role and responsibility, the Commission is responsible for coordinating and reporting on all human rights, administrative justice and anti-corruption issues in collaboration with its stakeholders.

**The Commissioner:** As a key stakeholder, the Commissioner is responsible for providing overall guidance and direction and ensure the functionality of the PPME Unit.

**PPME Unit:** The Unit is responsible for the establishment of a robust M&E framework for measuring and reporting on the implementation of the Strategic Plan (2021-2025) and other national and international commitments.

**Departments/Units:** The Departments/Units play a vital role in the M&E system of the Commission. Departments/Units are responsible for the development and implementation of Annual Workplan and ensuring their alignment to the Strategic Plan and M&E Plan of the Commission. Departments/Units are also responsible for collaborating with the PPME Unit of the Commission in the delivery of their mandate as well as report on their activities and generate data for the M&E Unit on quarterly and annual basis.

**Human Resource Unit:** The Unit is responsible for generating and collating human resource data from regional and district for use by the M&E Unit for purposes of monitoring and evaluating performance of the Commission.

**Legal Registry Unit:** This is a unique unit under the Department of Investigations. The Unit is responsible for generating and collating complaints received and concluded at regional and district levels for use by the PPME Unit for purposes of monitoring and evaluating performance of the Commission.

### **3.3 Proposed processes for undertaking M&E**

Achieving the objective of the proposed M&E system requires a process of cultural change within CHRAJ, particularly, with respect to adhering to common timeframes for performance review and reporting. In this regard, the proposed institutional arrangement should be effective in responding to this need to allow for efficient and timely flow of information and data collection at the operational level.

**PPME Unit:** Section 12, sub-section 1(b) of the Civil Service Law, 1993, PNDC Law 327, requires public institutions to establish Policy Planning, Monitoring and Evaluation Division (PPMED) to coordinate and monitor programme implementations. In the light of this legal framework, the PPME of CHRAJ shall have overall oversight responsibility for the conduct of M&E as well as develop the M&E system. Their specific role and responsibilities shall include:

- undertaking M&E needs assessment to support capacity building at all levels at the Commission;
- develop baseline and institutional-specific programme indicators and define the indicators for measuring change, including gender, environment and social protection issues;
- establish the targets for all relevant indicators;
- establish a list of programmes/projects to be carried out by CHRAJ that will contribute to the indicator achievement;

- monitor progress of projects and programmes, with support of all department and regional and district offices at regular intervals;
- collect and collate relevant data on indicator achievement as the sector monitoring of indicators demands;
- undertake quarterly and annual performance review/ impact assessment of SMTDP policies, programmes and projects with all sector stakeholders;
- initiate and conduct relevant surveys with support of GSS and Academia;
- lead the dissemination of M&E reports to all stakeholders; and
- lead the evaluation of the implementation of the SP and medium-term development plan.

**Regional Offices:** Regional offices will serve as important function in providing the link between the districts and the national office. A regional office acts as a major clearinghouse that validates and verifies information on projects and indicator achievement from district office, before forwarding it to the PPME Unit at the national level.

**District Offices:** Another important component of the proposed M&E system is the district M&E system. An efficient M&E system at the district level will enhance the availability of timely and efficient data at the regional and national levels. This will also allow for effective analysis of data on geographical basis. Effort will be made to develop an efficient M&E system at the district level headed by a designated senior officer.

The processes for the conduct of M&E under this arrangement will continue to follow the existing process, including identifying and defining indicators for tracking the implementation of planned programmes, projects, and activities contained in the Commission's Strategic plans, Medium-Term Development Plans and Annual Work Plans (AWP). Data for M&E will continue to be provided by the various departments, regional and district offices of CHRAJ based on a purposefully designed data collection templates provided by the PPME Unit. Data will be generated through field observations, key informant interviews, questionnaires, client satisfaction surveys, literature review and research work. Administrative data sources such as divisional reports and the National Anti-corruption Reporting Dashboard (NACoRD) will also serve as important additional source of data.

The information obtained will be subjected to comprehensive stakeholder review through regular meetings. The validated data will be analysed and monitoring reports prepared periodically (i.e. quarterly and annually) in conformity with the prescribed format by oversight institutions such as Parliament, NDPC and Ministry of Finance. Appropriate validation of these reports by internal and external stakeholders shall continue before approval, publication and subsequent submission to the relevant agency of state.

### **3.4 Implementing Proposed M&E Arrangements**

The implementation of the proposed M&E arrangements will follow a relatively gradual approach, beginning with strengthening the structures at the national level, and subsequently extended to the regional and district levels during the implementation period of the Strategic Plan. The proposed M&E arrangements will be implemented as part of the long term objective to institutionalize M&E within CHRAJ.

The process will entail mobilizing the appropriate support from key national institutions including NDPC to build the relevant capacity to conduct effective M&E, especially at regional and district

levels; and improving the M&E coordination at the national level. In the second year of the implementation of the national M&E plan, four regional offices will be supported to establish an M&E system on a pilot basis. This will be expanded annually until all regional and district offices have set up a functional M&E system. These will then be integrated into a national system. It is expected that establishment of a functional M&E system will improve the capacities of regional and district offices; increase ownership of the M&E process; and institutionalize M&E within CHRAJ.

# Chapter 4: Preconditions and Requirements

## 4.1 Introduction

The importance of M&E to the achievement of the goals and objectives of an institution cannot be overstated. Building and sustaining a results-based M&E system requires continuous commitment of time, effort, resources, and champions. This chapter discusses the preconditions and requirements for ensuring that the benefits of M&E is fully achieved.

## 4.2 Preconditions for M&E

The development of any functional M&E system is predicated on there been some pre-conditions that will facilitate its effectiveness. These include: leadership; organisational culture; skills and institutional capacity; availability of resources; and demand for the results produced by the system.

**Leadership:** M&E systems provide critical information and empower decision-makers to make better-informed decisions. A strong and committed leadership is required as the first precondition to support and eventually institutionalise M&E in the institution. Leadership is critical to change the dynamics of institutional relations, budgeting and resource allocation for effective M&E to happen. Leadership is key to ensuring the institutionalization and sustainability of a results-based M&E system.

**Organisational Culture:** Institutionalisation of M&E culture is critical for ensuring efficient performance and effective service delivery. Instituting M&E culture is very important if the M&E system is to fully function, as it will promote continuous data management, dissemination and learning from results to improve performance.

**Skills and Institutional Capacity:** Designing and implementing an effective M&E system that produces timely and relevant information on the performance of the institution requires strong institutional capacity. It also requires technical skills to establish and maintain a results-based M&E system. The capability to monitor and evaluate at each level of the results-based M&E system is also essential. Statistics and basic information technology skills are also required.

**Allocation of Sufficient Resources:** An adequate M&E system cannot be achieved with the resources presently available. Ideally, there should be adequate resources provided to enable the efficient functioning of the M&E system. The convention is that about 2-5% of institutional budget is allocated for M&E purposes.

**Demand of M&E Results:** The main challenge of an M&E system is its full institutionalization. The existence of demand for the outputs of the system is important for ensuring the effective functioning of the system. This will mean utilising the results for decision-making.

## 4.3 Requirements for M&E

### 4.3.1 Resources

Undertaking efficient and effective M&E requires that the needed resources are made available. The Commission should set aside enough financial, logistical and human resources to ensure that M&E is appropriate and effectively done.

Currently the Commission only has 2 staff undertaking M&E which is inadequate. The Civil Service Act, 1993 (Act 327) as well as a review of other Ministries and Agencies M&E functioning indicate that there is a designated division/directorate for Policy, Planning, Budget, Monitoring and Evaluation (PPBME) whose responsibility it is to manage M&E. Thus, for the effective functioning of the proposed M&E system, there should be established a Division for M&E with a minimum of 5 staff with expertise in policy analysis, development planning, Statistics, M&E, and Project Management. In addition, there should be in place for the start designated M&E officers at both the regional and district levels, preferably the Registry Class as they currently collect and collate information from the bottom-up. However, these personnel should be provided with the basic M&E skills to allow them function effectively. In the long-term, there should be recruited and assigned M&E officers.

Also, for the M&E system to function there should be adequate budgetary allocation for M&E. This is not the case at the moment as only 0.51% of the Commission's budget for goods and services is allocated for M&E. For the system to function, there should be the allocation of at least 5% of the total budget (direct costs) for M&E, covering items such as: staff, expertise, material, regular and one-off monitoring operations, staff training, equipment and information management.

In addition, there should be in place the require logistics including a database, computers, printers, laptops, hard drives, vehicles, among others for the staff assigned to undertake M&E. At the minimum, there should be made available computers, printers and internet service at all levels of the M&E chain. Table 4.1 provides the minimum logistical requirements for M&E staff at all levels.

**Table 4.1: Minimum Logistics requirements**

No	Level	Computers/ Laptops	Printers	Internet (Modems)
1.	National	5	2	-
2.	Regional	16	16	16
3.	District	260	260	260
<b>Total</b>		<b>281</b>	<b>278</b>	<b>276</b>

Source: CHRAJ, 2021

### 4.3.2 System

The effectiveness and efficiency of all M&E systems is dependent on appropriate system for collection, analysis and storage of data be it on programmes and projects, activities, indicators, etc. Currently, there is no database system for storing and analysing data and data is also mostly collected on annual basis. This is inadequate for ensuring the effective functioning of the M&E system. Thus, for the proposed system to work, there needs to be in place a centralised data management system at both national and sub-national levels with internet connectivity to ensure

effective and efficient data storage, analysis and retrieval. This would assist in the assessment of impacts of programmes and projects implementation. In addition, there should be an efficient data collection system, that collects data not only on indicators but also on the status of implementation of the programmes, projects and activities.

#### ***4.3.3 Participation***

Stakeholder involvement is a core tenant of M&E and important for building partnership and ownership of the results of the M&E system. Though the CHRAJ currently engages stakeholders on certain issues, this is not comprehensive enough. The effectiveness of the proposed system will be dependent on the Commission developing a clear communication strategy that outlines the ways in which collaborations and communication of the results will be done. This is important for the ownership of the data as well as gathering data to inform the decisions of the Commission.

#### ***4.3.4 Dissemination and learning***

The results of the M&E process should be shared with stakeholders at all levels for learning and improving the system. There should be a well laid out system for ensuring that lessons from the M&E process are shared across all levels to help improve upon the outcomes of the process.

# Chapter 5: Key M&E Activities

## 5.1 Introduction

This chapter focuses on the broad monitoring and evaluation activities to be conducted during the plan period to produce the relevant reports.

The approach to conduct M&E under this plan will be based on a combination of routine monitoring and evaluation activities, as well as special and thematic studies. Monitoring will consist of the periodic or continuous assessment of key performance indicators (KPI), while evaluation will rely on a wider variety of methods to examine the implementation of interventions more closely, gain a better understanding of their nuances, and produce sound assessments of their consequences. Thematic studies will be conducted to assess the intended and unintended consequences of policy interventions and/or policy reforms on the well-being of stakeholders.

The key M&E activities in this regard is summarized as follows:

- annual monitoring of progress of implementation;
- conduct of participatory monitoring and evaluation;
- conduct of special or thematic studies; and
- Evaluation of Programme Implementation.

## 5.2 Annual Monitoring of Progress of Implementation

The annual tracking of progress of implementation of the SP will be based on a set of pre-determined indicators, agreed upon with relevant stakeholders. A total of 87 key performance indicators (including 4 impact indicators, 31 outcome indicators and 52 output indicators) have been identified for this purpose.

The arrangement for monitoring will entail tracking the performance of these selected indicators against targets on an annual basis. The process will include the following stages:

- inception meeting with Departmental Heads and other relevant external stakeholders (i.e. with specific role to provide data) to discuss the data collection templates, road map and their respective roles;
- commencement of data collection using approved instrument and collation by the PPME unit;
- validation of collated data in a meeting with Departmental Heads and other relevant external stakeholders with specific role in the provision of data;
- drafting of reports by PPME unit;
- validation of draft report by stakeholders; and
- publication of final report

All these stages are expected to be completed within 4 months, beginning in January and ending in April.

### **5.3 Participatory Monitoring and Evaluation (PM&E)**

To complement the quantitative data obtained through the routine monitoring activities, Citizens' Assessment survey will be conducted periodically to provide an opportunity for citizens to participate in the monitoring and evaluation of the implementation of the SP. The participatory M&E will be conducted every other year and may cover all the five strategic objective area of the SP or specific areas of the SP such as citizens' satisfaction of the work of the Commission or proportion of public service persons who have encountered at least one administrative justice during the assessment period. The assessment is largely perception based and is aimed at:

- obtaining feedback from citizens at the grassroots about the extent to which the key objectives of CHRAJ's SP are being met from their perspective;
- assessing whether citizens are experiencing the expected impact from the implementation of the SP; and
- obtaining views from the local communities on how best CHRAJ can achieve its functional mandate, namely improved human rights, administrative Justice and anti-corruption.

### **5.4 Special Impact and Thematic Studies**

In addition to these two M&E activities, Special Impact and thematic studies will be conducted periodically to serve as a tool for evaluating the underlying causes of some observed phenomenon during the implementation of the SP.

Essentially the special impact and thematic studies will prioritise the reform issues in the SP and how it is addressing some of the underlying structural human rights, administrative justice and anti-corruption concerns of the country with particular attention on those that affect persons most vulnerable and excluded. It will identify complementary policy interventions to be considered in implementation of future interventions to improve human rights, administrative justice and anti-corruption situation in Ghana.

The technical responsibility for coordinating the conduct of special Impact and thematic studies will solely rest with the PPME unit and the Research Department, with active collaboration with GSS and the Academia. Selection of the special impact and thematic studies topics to be studied will be done in a participatory manner and the result fed into the next cycle of policy and programme formulation and implementation.

### **5.5 Evaluation of Programme Implementation**

The conduct of routine monitoring of programme implementation can only afford you the opportunity to measure the performance of policies and programmes. However, it is unable to provide enough elements to understand the complexity of the processes involved neither can it help distinguish the effect of the policies and programmes being evaluated from its external factors. Evaluation, on the other hand is able to achieve that. However, given its intended objective and the high cost involved in the conduct of evaluations, it can only be undertaken less frequently. In this regard, most efficient M&E system combines these two approaches in a complementary manner, taken into consideration their respective strengths and weaknesses.

Within the framework of this M&E plan, evaluation will be undertaken to answer specific questions to guide CHRAJ's leadership and/or programme managers to assess whether the underlying theories and assumptions for the interventions in the SP were valid; what worked; and what did not work and why. Primarily, it will aim at determining the relevance, efficiency, effectiveness, impact and sustainability of the strategic objectives, key outputs and the specific actions.

Evaluations may fulfil different needs at different times throughout the implementation cycle of policies, programmes and projects. If conducted early in the cycle, they can supply information about potential impediments; if conducted halfway through the cycle, they can suggest mid-course adjustments; and if conducted at the end, they can contribute to lessons learned that could provide a guide in the next cycle of planning.

For the purposes of this M&E plan and efficiency of resource use, only three main evaluations will be conducted, namely Ghana Human Rights Baseline report; terminal evaluation of the implementation of the entire SP and the terminal evaluation of NACAP. Quasi-impact evaluations in the form of special impact and thematic studies, and Citizens' Assessment studies will also be undertaken. The terminal evaluations will primarily focus on institutional performance, processes, changes and interrelationships, as well as the developments in the human rights, administrative justice and anti-corruption space. The exercises will be undertaken in collaboration with relevant experts from academia, think tanks, research institutions and civil society organizations.

# Chapter 6: Planning for M&E

## 6.1 Introduction

This chapter outlines the workplan of monitoring and evaluation activities to be undertaken annually, the resources required to undertake the activities, as well as the system required to generate the data for analysis and ultimately informed decisions.

## 6.2 Work plan

The Commission's M&E Work plan is an action plan that details out the activities which are going to be carried out at given periods, and those who will be involved in carrying out those activities. This is useful for planning M&E activities as well as allowing for all stakeholders to plan appropriately towards it. It is also essential for budgeting purposes.

Some of the core M&E activities to be undertaken during the period include the following:

1. **Monitoring activities:** this would be done through administrative data collection, field visits, inspections and supervisions etc. to assess: situation and operations, performance and challenges, use of funds, compliance, beneficiaries, etc.
2. **Data collection:** this would be done through the use of quantitative and qualitative sources using designated data collection instruments (e.g., surveys, baseline studies, interviews, questionnaires, templates, etc.).
3. **Data Processing and analysis:** this would be done through the use of statistical tools and information management systems. This would be done to verify the credibility of data collected and to derive useful information.
4. **Evaluations:** this would be done through the use various methods. Terminal evaluation would be conducted by Internal or External evaluators to assess operations and performance to determine relevance, efficiency, effectiveness, impacts and sustainability as well as identify the intended and unintended consequences of the policies, programmes and projects implemented throughout the strategic plan period. In addition, Special Impact studies would be conducted for special cases.
5. **Participatory M&E:** this would be done through the exploration of tools like the Citizens Report Card (CRC), etc.
6. **Reporting on M&E Results:** This would involve the writing of reports from monitoring exercises, evaluations conducted, progress reports, on-demand reports, exception reports, completion reports; etc.
7. **Dissemination and communication of M&E Results:** distribution of M&E reports (e.g., quarterly and annual progress reports).
8. **M&E Meetings, workshops and seminars:** This would involve the update of key stakeholders on progress, performance, etc.; to review progress (planned versus actuals); to review annual progress; to present and discuss draft evaluation reports and findings; build capacity of staff on M&E.

**Table 5.1: CHRAJ M&E Workplan for 2021-2025**

M&E Activities	Timelines					Responsibility
	2021	2022	2023	2024	2025	
IMPLEMENTATION MONITORING						
Prepare CHRAJ AND NACAP AWP's and Budget	Annually	Annually	Annually	Annually	Annually	PPME, Budget, MONICOM, All Departments
Prepare CHRAJ MTDPs	Annually					PPME Unit, Directors
Field monitoring/ visits	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	PPME Unit
Data collection	Monthly	Monthly	Monthly	Monthly	Monthly	PPME Unit, Regional & District Officers, Admin. & HR Dep't
Data analysis	Monthly	Monthly	Monthly	Monthly	Monthly	PPME Unit, ICT, Research, MONICOM
Review meetings	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	PPME Unit, Regional & District Officers
REPORTING OF RESULTS						
Prepare Field reports	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	PPME Unit
Prepare Quarterly Progress Reports	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	PPME Unit, Regional & District Officers
Prepare Annual Progress Reports	Annually	Annually	Annually	Annually	Annually	PPME Unit, Regional & District Officers
Prepare Evaluation Reports			Jun - Sept		December	PPME Unit, Research Directorate
Prepare State of Human Rights (SOHR) Reports	Annually	Annually	Annually	Annually	Annually	PPME Unit, Research Directorate
Prepare SDG Monitoring report	Annually	Annually	Annually	Annually	Annually	PPME Unit, Human Rights Directorate
Prepare Election Monitoring report				December	January	PPME Unit
Prepare programme/project reports	Monthly	Monthly	Monthly	Monthly	Monthly	PPME Unit, Project Coordination Unit, Regional & District Officers
Prepare State of Corruption Report	Annually	Annually	Annually	Annually	Annually	PPME Unit, A-C Directorate, MONICOM
Prepare financial statement and other relevant books	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Finance Directorate, PPME, Audit Unit
Prepare Budget Performance Review Reports	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Budget Directorate, PPME
Prepare financial, non-financial and the physical progress of investment projects reports	Annually	Annually	Annually	Annually	Annually	PPME Unit, Finance Directorate, Public Investment Unit
Printing of Reports	Annually	Annually	Annually	Annually	Annually	Procurement Unit, ETC
M&E CAPACITY BUILDING						
Compile M&E capacity needs assessment from the national, regional and district level	Jan-Dec		Jan-Dec			PPME Unit, HR & Admin Directorate
Organise M&E training for staff of the Commission		Jan-Dec		Jan-Dec		PPME Unit, HR & Admin Directorate
Recruit M&E Staff		Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	PPME Unit, HR & Admin Directorate
Purchase of logistics (vehicle, computers, laptops, hard drive, etc.)		Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	PPME Unit, HR & Admin Directorate
EVALUATIONS AND STUDIES						
Evaluation						

M&E Activities	Timelines					Responsibility
	2021	2022	2023	2024	2025	
Ghana Human Rights Baseline report		Jan-Dec				
Terminal evaluation of CHRAJ Strategic Plan					December	PPME Unit, Research Directorate
Terminal evaluation of NACAP (2015-2024) & CHRAJ Strategic Plan (2021-2024)					December	PPME Unit, Research Directorate
Citizens/Client Service Satisfaction Survey			Jan-Dec		Jan-Dec	PPME Unit, Research Directorate
<b>Participatory M&amp;E</b>						
Conduct PM&E (Citizen Report Card)		Jul-Sept		Jul-Sept		
Special Impact Assessments (SIA)						
Meetings to decide on priority areas and themes for SIA			Jul-Sept		Jul-Sept	PPME Unit, Research Directorate
Conduct SIA on selected topics			Jul-Sept		Jul-Sept	PPME Unit, Research Directorate
<b>DATABASE SYSTEM</b>						
Develop TOR for system	Jan-Dec					
Establish Centralised Database System		Jan-Dec	Jan-Dec			
Develop web and mobile applications-based complaints handling systems to improve the ability of users to access CHRAJ administrative services						Admin. Justice Directorate, PIT, PPME
Develop online and other curricula and courses to train and certify civil/public servants on service users' rights, administrative procedures, and principles of fairness and administrative justice.						Admin. Justice Directorate, PIT, PPME
<b>DISSEMINATION AND COMMUNICATION OF M&amp;E RESULTS</b>						
Disseminate APRs	Annually	Annually	Annually	Annually	Annually	CA&C, T&I, PPME Unit, Regional & District Officers
Disseminate evaluation reports (Terminal, Citizen/Client Service Surveys, SIA, PM&E)		Nov-Dec	Nov-Dec	Nov-Dec	Dec-Jan	CA&C, PPME Unit, Public Edu. Directorate Regional & District Officers
Organise stakeholder engagement on APRs, Mid-Term, Terminal, SIA, PM&E at all levels – town hall meetings, workshops, ACT conferences, durbars, etc.		Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	CA&C, T&I, Public Edu. Directorate, PPME Unit, Regional & District Officers
Organise media engagement sessions – meet the press, tv and radio discussions	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	PPME Unit, CA&C Unit, Public Edu. Directorate
Prepare Simplified Versions	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Public Edu. Directorate, PPME Unit, Research Directorate
Operationalise Social Media Platforms	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	CA&C Unit, Public Edu. Directorate T&I, PPME Unit

## 6.3 Budget

Funding for monitoring and evaluation activities have been identified as one of the main issues affecting effective monitoring and evaluation in the Commission. This is not peculiar to the Commission as an assessment done in 2011 showed that M&E has to date received little priority in the national budgets and comparatively insignificant actual disbursements. For effective M&E to provide the needed information to inform decision-making, it is critical that at least 2-5% of the Commission's budget is allocated for the undertaking of M&E activities. The Commission would therefore mobilize enough financial resources to enable it undertake its identified activities as contained in the monitoring and evaluation work plan.

The Commission's M&E budget provides the cost implication of implementing activities outlined in the M&E plan. The M&E budget component of the M&E Plan is a key requirement for effective M&E. Over the 5-year period, an estimated total of **GH¢5,548,455.00** will be required for implementation of this plan. Of this 10.2% is required for implementation monitoring, 22.7% for reporting results, 17.4% for M&E capacity building, 12.5% for evaluations and studies, 7.4% for the development of an integrated central database system; and 29.8% for dissemination and communication of results (Table 5.2). The detailed budget is in Appendix 1.2a.

**Table 5.2: M&E Budget**

Activity	Total (GH¢)					Total	%
	2021	2022	2023	2024	2025		
1. IMPLEMENTATION MONITORING	122,960.00	96,976.00	105,792.00	114,608.00	123,424.00	563,760.00	10.2
2. REPORTING OF RESULTS	209,000.00	229,900.00	250,800.00	274,450.00	295,350.00	1,259,500.00	22.7
3. M&E CAPACITY BUILDING	-	217,150.00	231,165.00	252,880.00	265,905.00	967,100.00	17.4
4. EVALUATIONS AND SPECIAL STUDIES	-	155,600.00	165,000.00	180,560.00	189,960.00	691,120.00	12.5
5. CENTRAL DATABASE SYSTEM	-	195,750.00	215,325.00	-	-	411,075.00	7.4
6. DISSEMINATION AND COMMUNICATION OF M&E RESULTS	273,400.00	302,290.00	331,180.00	360,070.00	388,960.00	1,655,900.00	29.8
GRAND-TOTAL	605,360.00	1,197,666.00	1,299,262.00	1,182,568.00	1,263,599.00	5,548,455.00	100.0

*Source: Compiled by CHRAJ, 2021*

## 6.4 Data collection and Analysis

### 6.4.1 Data Collection

Data collection is an essential part of the implementation, monitoring and evaluation process. It provides the data that would allow for analysis to be undertaken and the result utilized to inform decision making. The Commission would design templates for its national, regional and district offices to collect and report on the programmes, projects and activities undertaken within the strategic plan period. The template would collect information on all on-going programmes, projects

and activities such as start-time, costs, location, source of funding, expected completion date, status, etc. Refer to appendix 1.2b & 1.2c for the data collection template for reporting on programmes, projects and activities.

Data would also be collected from primary and secondary sources either through reports, surveys or structured questionnaires. Much of the data would be collected on monthly, quarterly and annual basis. Data on the performance of indicators would also be collected to tell the story of the progress of implementation of the strategic plan. Appendix 1.2c provides data collection template for indicators.

#### ***6.4.2 Data Collation and Analysis***

The PPME unit of the Commission would be responsible for collating and analysing the data generated from the data collection process to ensure that the right results are produced and communicated to stakeholders. The analysis would be done using the available software for analytics. The data will be analysed to explain the results being produced by each programme or project. Data analysis will further demonstrate how the Commission is performing with regards to all the indicators and the critical areas of concern. Each indicator will be examined and the appropriate action taken to address the findings.

#### ***6.4.3 Data Quality Assessment***

It is important to review all the primary and secondary data collected with stakeholders. As such, the Commission would organize data validation workshop/meetings with stakeholders to assess the information been reported to ensure that the data is devoid of mistakes and discrepancies.

# **Chapter 7: Selected Indicators to track progress towards implementation**

## **7.1 Introduction**

The strategic interventions outlined in the Strategic Plan are going to be implemented at the headquarters, Regional and District offices of CHRAJ. Programmes and projects to be implemented must necessarily relate to a specific SP's strategic outputs and objectives. These then manifest in the outputs, outcomes and overall impact of the implementation of the Strategic Plan, which are monitored using a set of indicators and targets agreed upon by stakeholders. Identifying the appropriate indicators and setting the relevant targets remains one of the critical components for designing an effective M&E system.

In fulfillment of this requirement for the design of the M&E Plan, this chapter will demonstrate the processes involved in identifying the indicators to be adopted for monitoring the implementation of the SP, including the principle underlying the selection of indicators, and the underlying theory of change and issue of attribution. The analysis of the relevant indicators for each of the Strategic Objective, as well as the key indicators adopted for monitoring progress of implementation of global commitments, will also be presented in this chapter.

## **7.2 Summary of Key Programme Interventions**

The long-term vision of CHRAJ is to achieve a free, just and equitable society where human rights and dignity are respected, power is accountable and governance is transparent. This is to be attained by protecting human rights, holding power accountable and making governance transparent for all, and promoting corruption free society.

Within this context, the 2021-2025 Strategic Plan identifies five main strategic objectives to be pursued, of which three focus on its functional mandate and two on its operational mandate. The Strategic Objectives are:

- Improving the Human Rights situation in Ghana;
- Improving the Administrative Justice in Ghana;
- Reducing Corruption in Ghana;
- Improving working conditions in CHRAJ; and
- Improving the corporate governance and reporting obligations in CHRAJ.

Overall, the SP contains 82 key activities to be implemented, organized under 23 programme outputs (Table 7.1). About 61% of the key programme outputs and 52% of identified activities to be implemented fall under the functional mandate of CHRAJ, namely: Human Rights, Administrative Justice and Anti-corruption.

**Table 7.1: Summary of Key Programme Outputs and Activities under Strategic Plan**

STRATEGIC OBJECTIVE	No. Key Programme Outputs	No. of Key Activities to be Implemented
1. Human Rights situation in Ghana improved	3	8
2. Administrative Justice in Ghana improved	6	8
3. Corruption in Ghana reduced	5	27
4. Working conditions in CHRAJ improved	4	29
5. Corporate governance and reporting obligations in CHRAJ improved	5	10
<b>Total</b>	<b>23</b>	<b>82</b>

*Source: Author's Compilation, 2021*

### **7.3 The Theory of Change and Issue of Attribution**

The overall aim of M&E is to provide continuous and regular information for informed policy, programme and project decisions, as well as make necessary adjustments about programme implementation. It also helps to assess whether resources are being used effectively and efficiently.

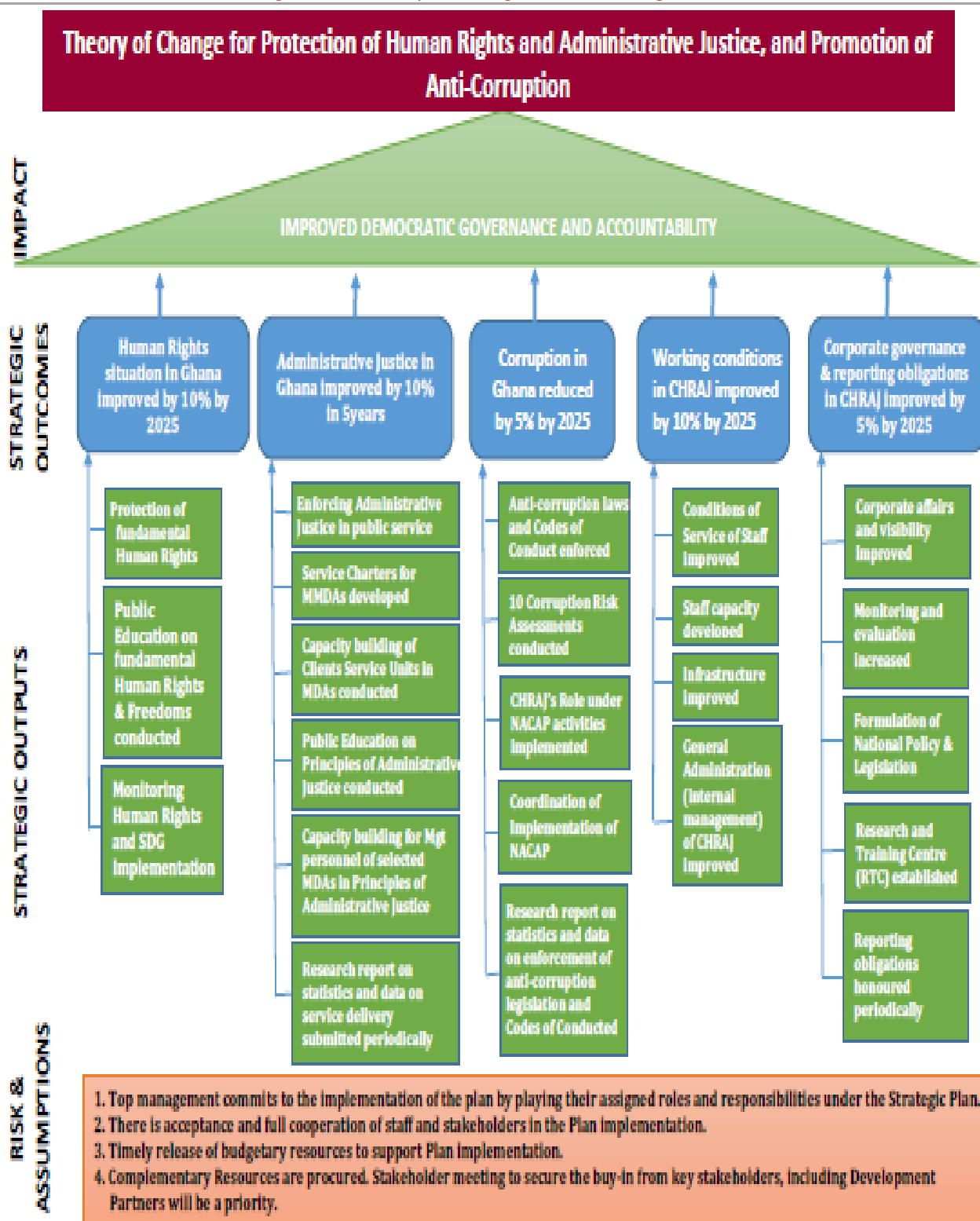
Results-Based Monitoring and Evaluation (RBME) attempts to link results to policies and programmes, by observing the results directly from policies, programmes and projects. It focuses on the entire results chain from input, output, outcome and impact indicators to make a determination of whether results so obtained could be attributed to those changes that have occurred as a result of those specific policies reforms and programmes. This is what is often referred to as attribution. Evidence from NDPC's results-based monitoring and evaluation work of national policies and programme has shown that it becomes increasingly difficult to make attribution as assessment move toward outcomes and impacts, since the observed changes cannot be easily attributed to the policy, programme or project only.

In this context, RBME has been prescribed by NDPC for public institutions as the most effective approach for policy and programme management, as it allows the institutions to modify and make adjustments to the implementation interventions in order to effectively support the achievement of desired outcomes and objectives.

For the purposes of this M&E plan, Figure 7.1 demonstrates the underlying theory of change developed from the intervention logic of the Strategic Plan. This outlines the main impact, outcome and output expected from the implementation of the SP, and identifies detailed processes and inputs required for the change to materialize. Also, it outlines the main risk and relevant assumptions for the attainment of the results.

At the **IMPACT** Level, the attainment of the key outcomes is supposed to lead to improved democratic Governance and Accountability.

Figure 7.1: Theory of Change for the Strategic Plan



At the **OUTCOME** Level, the implementation of key interventions is expected to lead to:

- Improved Human Rights situation in Ghana by 10% by 2025;
- Improved Administrative Justice in Ghana by 10% by 2025;
- Reduction in corruption in Ghana by 5% by 2025;
- Improved working conditions in CHRAJ by 50% by 2025; and
- Improved corporate governance and reporting obligations in CHRAJ by 5% by 2025.

At the **OUTPUT** Level, the following are expected to be achieved in each of the strategic objective areas:

- 1. Human Rights situation in Ghana improved by 10% by 2025**
  - i. Protection of fundamental Human Rights by 2025;
  - ii. Public Education on fundamental Human Rights and Freedoms conducted by 2025; and
  - iii. Monitoring Human Rights and SDG Implementation
- 2. Administrative Justice in Ghana improved by 10% by 2025**
  - i. Enforcing Administrative Justice in public service delivery by 2025;
  - ii. Service Charters for Secondary Cities (MMDAs) developed through CHRAJ assistance by 2025;
  - iii. Capacity building of Clients Service Units in all MDAs redress and grievance Resolution Conducted by 2025;
  - iv. Public Education on Principles of Administrative Justice conducted by 2025;
  - v. Capacity building for Management Personnel of selected MDAs in Principles of Administrative Justice by 2025; and
  - vi. Research report on statistics and data on service delivery submitted periodically.
- 3. Corruption in Ghana reduced by 5% by 2025**
  - i. Anti-corruption laws and Codes of Conduct enforced by 2025;
  - ii. 10 Corruption Risk Assessments conducted by 2025;
  - iii. CHRAJ's Role under NACAP activities implemented by 2025;
  - iv. Coordination of Implementation of NACAP by 2025; and
  - v. Research report on statistics and data on enforcement of anti-corruption legislation and Codes of Conduct by 2025
- 4. Working conditions in CHRAJ improved by 50% by 2025**
  - i. Conditions of Service of Staff improved by 2025;
  - ii. Staff capacity developed by 20% by 2025;
  - iii. Infrastructure improved by 25% by 2025; and
  - iv. General Administration (internal management) of CHRAJ improved by 2025
- 5. Corporate governance and reporting**
  - i. Corporate affairs and visibility improved by 20% by 2025;
  - ii. Monitoring and evaluation increased by 20% by 2025;
  - iii. Formulation of National Policy & Legislation by 2025;
  - iv. Research and Training Centre (RTC) established by 2025; and
  - v. Reporting obligations honored periodically

**KEY RISK AND ASSUMPTIONS:** The attainment of these outputs is underpinned by the following key risks and assumptions:

- i. Top management commitment to the implementation of the plan;
- ii. High level of acceptance and the full cooperation of staff and stakeholders in the Plan implementation;
- iii. Timely release of budgetary resources to support Plan implementation; and
- iv. Complementary resources procured. Meeting with key stakeholders, including Development Partners will be organized to secure their buy-in.

The assumptions up to output level are largely within the control CHRAJ, however those at the **outcome-impact** levels are not. An important part of the design analysis of the Strategic Plan is to have a better understanding of the nature of the assumptions, the underlying risks, drivers and challenges, as well as what CHRAJ can do to ensure that the assumptions hold.

## 7.4 Principles for Selection of Indicators

The selection of the most appropriate indicators and setting targets for these indicators remain critical steps in designing an M&E system and conduct of M&E. To promote ownership of planned results and ensure accountability, the selection of the indicators and targets is made participatory as possible. The process involves linking the indicators to the strategic objective, outcome and output of the Strategic Plan.

The key questions guiding the selection of indicators were:

- i. whether the indicators measure what they are supposed to measure only?
- ii. whether the indicator is specific or too general?
- iii. whether the indicators will measure changes over time?
- iv. whether there are alternative measures to be considered?
- v. whether multiple indicators will be able to help clarify the results of the primary objective?
- vi. what resources (human and financial) do the indicators require?

Key steps followed include:

- i. Linking the indicators directly to the interventions;
- iii. Defining the output, outcome, and impact indicators required;
- iv. Determining the level of disaggregation the indicators require;
- v. Assessing the baseline values and targets set for each indicator;
- vi. Determining data requirements;
- vii. Determining frequency of monitoring; and
- viii. Determining the sources of data.

The indicators are selected in a participatory manner involving all stakeholders at the national, regional and district levels. Inputs from relevant MDAs, academia, CSOs and DPs on the appropriate indicators for relevant strategic areas was considered.

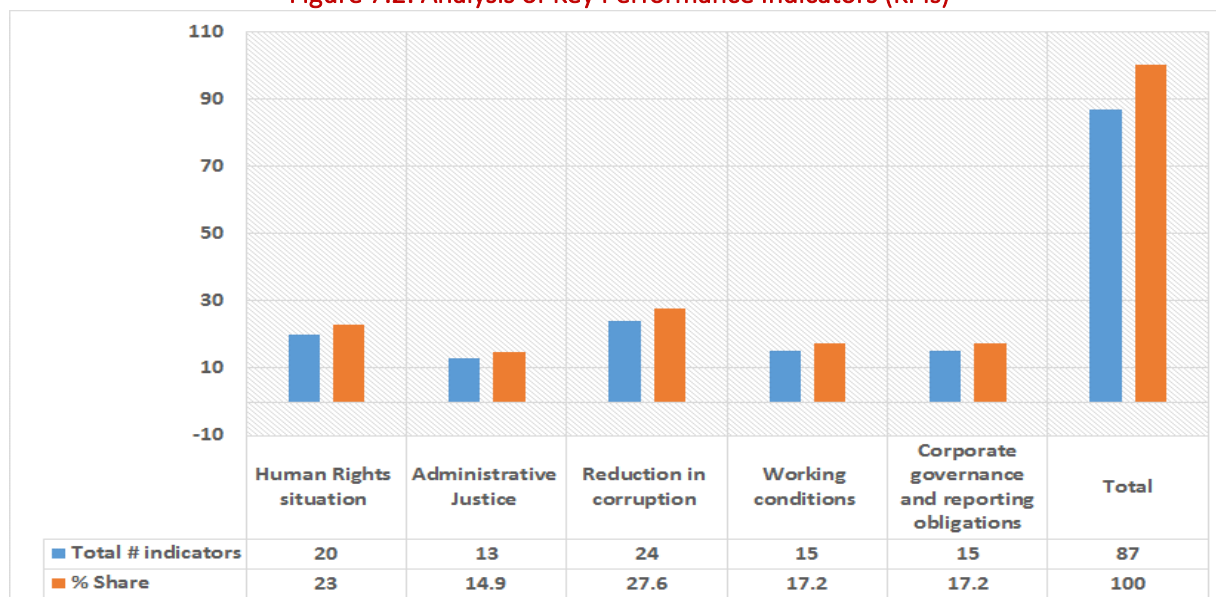
The indicators are either quantitative or qualitative in nature, and therefore define the data to be collected to measure performance within a specified timeframe. They are **disaggregated** along various dimensions including geographic (regional and district, administrative units, etc), gender, age, income/consumption as well as socially defined groups.

The **frequency** for collecting data and reporting on each indicator is determined by the nature of the indicator and the availability of a mechanism to collect data on them. Data on input indicators such as expenditure are tracked at least annually and, in most cases, shall be reported monthly/quarterly as part of the budget tracking mechanisms. Output data will be tracked annually, but it is necessary to have information on key outputs mid-year to permit corrective actions. Data on some outcome indicators are also expected to be available annually, while that on impacts do not usually change rapidly therefore it takes about three to five years to collect. There may also be a time lag between the action and manifestation of its effect.

## 7.5 Analysis of Indicators

In total, 87 performance indicators have been identified for tracking progress of implementation of the SP (Figure 7.2). Nearly 66% of these indicators are allocated to Administrative Justice (14.9%), Anti-corruption (27.6%) and Human Right (23.0%) Strategic Objective areas only, with the rest divided equally among the two remaining strategic areas. Also, 59.8% were output indicators, 35.6% were outcome indicators and 4.6% were impact indicators (Table 7.2).

Figure 7.2: Analysis of Key Performance Indicators (KPIs)



Source: Authors Compilation, 2021

Table 7.2: Typology of Performance Indicators (KPIs)

Thematic Area	Total # indicators	% Share	Typology of Indicators		
			Output	Outcome	Impact
1. Improved Human Rights situation	20	23.0	7	11	2
2. Improved Administrative Justice	13	14.9	9	3	1
3. Reduction in corruption in Ghana	24	27.6	16	7	1
4. Improved working conditions in CHRAJ	15	17.2	9	6	0
5. Improved corporate governance and reporting obligations in CHRAJ	15	17.2	11	4	0
<b>Total</b>	<b>87</b>	<b>100.0</b>	<b>52</b>	<b>31</b>	<b>4</b>

Source: Authors Compilation, 2021

### IMPACT INDICATORS:

This refers to indicators which capture the effect of a number of policy interventions, as well as non-policy factors. They represent a sum of actions and trends in more than one Strategic Objective area and are fundamental to the entire Strategic Plan. The following are the IMPACT Indicators adopted:

- Good Governance Index (GGI);
- Ibrahim Index of African Governance (IIAG);
- Transparency International's Corruption Perceptions Index; and
- Voice and Accountability index

**Table 3.3: Overarching IMPACT Indicators**

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
Improved Democratic Governance and Accountability	1. Good Governance Index (GGI)	Composite index covering six dimensions of governance namely, Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law, Control of Corruption, based on over 30 individual data sources produced by a variety of survey institutes, think tanks, non-governmental organizations, international organizations, and private sector firms.	Assesses the extent to which various policy interventions being pursued by State Government is impacting on the overall governance outcomes in the country.
	2. Ibrahim Index of African Governance (IIAG)	Composite index of 237 variables that measure governance concepts from 40 sources, combined to form 79 indicators, which are organised under four key governance dimensions of IIAG, namely, security & rule of law, participation, rights & inclusion, foundations for economic opportunity, and human development; and 16 sub-categories that make up the overall governance score.	Assesses 54 African countries on a whole spectrum of governance dimensions, from security to justice, to rights and economic opportunity, to health and environment
	3. Transparency International's Corruption Perceptions Index	Composite index of corruption-related data which focuses on corruption in the public sector including the abuse of public office for private gain (i.e. bribes taken by public officials in public procurement)	Assesses the public view of decline or increase in corruption in the economy
	4. Voice and Accountability index	Composite index of 84 variables, from 50 sources that captures perceptions of citizens about participate in selecting their government, as well as freedom of expression, freedom of association, and a free media.	Voice and accountability captures perceptions of the extent to which a country's citizens are able to participate in selecting their government, as well as freedom of expression, freedom of association, and a free media.

## OUTCOME INDICATORS

This refers to indicators which capture the effect of a number of specific policy interventions in a specific outcome area. They represent a sum of actions and trends in more than one Strategic output area. These are indicators which are going to be reported on for each outcome area:

### Improved Human Rights situation:

In this strategic outcome area, a total of 11 indicators have been selected.

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
1. Improved Human Rights situation in Ghana	1. Number of Human Right Cases received, investigated and closed	The count of total number of cases filed by complainants nationally, those investigated and final determination made to close the investigation	Measures the extent to which the Human Right of citizens are protected. It is quantitative assessment of proportion of persons who get redress over human right infractions.
	2. The average number of days to close Human Right cases	The sum of the number of days spent on closed cases divided by the total number of cases closed	Measure of improvements in the system to close human right cases. It helps in building confidence in CHRAJ to resolve Human Right cases.
	3. Proportion of human right indicators that recorded improvement	CHRAJ's SOHR monitor progress in the following core areas of Human Rights: Right to Basic Education; Right to Health; Children's Rights; Women's Rights; Rights of the Aged; Dehumanizing Religious Practices; Extremely Deprived Communities (Slums). The total number of indicators in these areas that recorded improvement in the assessment year, divided by the total indicators, expressed in percentage	Determination of the extent to which Ghana is making progress in these core areas of human right on annual basis

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
	4. Number of human right abuses addressed by Government	Count of publicly known human right abuse cases are addressed by Government	Measure of Government's responsiveness to human right cases and the commitment to protecting Human Right
	5. Number of vulnerable and disadvantaged persons' understanding of human rights issues and their ability to claim it	Total number of vulnerable and disadvantaged persons' who understand human right issues and are claiming it divided by total number of vulnerable and disadvantaged persons' surveyed.	Measures the extent to which vulnerable and disadvantaged persons have been prioritized in the protection of Human Right
	6. Percentage of citizenry who exercised their right to vote in presidential, parliamentary and district assembly elections	The number of voters on the electoral register who voted during presidential, parliamentary and district assembly elections, expressed as a percentage of total voter population	A proxy for measuring the extent to which the culture of rights and responsibilities are being strengthened and promoted
	7. Number of days for resolving dispute	The average number of days taken for a court to pass judgement on a dispute	Measure of speedy delivery of justice and the efficiency in justice administration. It gives indication of how citizenry are getting access to justice readily.
	8. Reported cases of child trafficking and child abuse	The total number of cases of child trafficking and child abuse recorded by state institutions	Assesses efforts aimed at ensuring child protection and participation
	9. Reported cases of domestic violence	The number of women and children who has reported at least one form of domestic violence (i.e. physical, economic, psychological, social or sexual) during the year	Measures of effort at reducing domestic violence and protecting the vulnerable
	10. Number of institutions with disability-friendly structures	Total number of public institutions with disability-friendly structures	Measure of progress towards meeting requirements of the Disability Law. It is an indication of the extent to which PWDs are effectively being integrated into the society
	11. Mo Ibrahim Index on Participation, Rights & Inclusion	It is a composite index of covering four broad areas and 19 sub-areas. The main areas are: Participation, rights, Inclusion & Equality, and Gender	Measure of Ghana's position among the global community on participation, rights and Inclusion in political and economic governance, and democracy

### Improved Administrative Justice

In this strategic outcome area, a total of 3 indicators have been selected.

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
<b>1. Improved Administrative Justice in Ghana</b>	1. Number of reported cases of administrative injustice received, investigated and closed	The count of total number of cases filed by complainants nationally, those investigated and final determination made to close the investigation	Measures the extent to which the administrative justice cases are promoted. It is quantity assessment of proportion of persons who get redress over administrative injustice.
	2. The average number of days to close reported cases of administrative injustice	The sum of the number of days spent to close all reported cases of administrative injustice divided by the total number of cases closed	Measure of improvements in the system to close reported cases of administrative injustice. It helps in building confidence in CHRAJ to resolve cases of administrative injustice.
	3. Percentage change in prevalence of administrative injustice in public service delivery	It is the change in the number of citizens surveyed who has experienced one form of administrative injustice in public service delivery or other during the referenced period, expressed as a percentage of the previous year	Measures the extent to which the interventions for promoting administrative justice in public service delivery is making impact. It is qualitative assessment based on citizens' personal experiences

### Reduction in corruption in Ghana

In this strategic outcome, area a total of 7 indicators have been selected.

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
1. Reduction in corruption in Ghana	1. Number of reported cases of corruption lodged with CHRAJ, investigated and closed	The count of total number of corruption related cases received by CHRAJ, those investigated and final determination made to close the investigation	Measures the extent to which the anti-corruptions interventions are yielding results. It is quantitative assessment of proportion of cases that are thoroughly investigated and final determination made.
	2. Percentage change in perception of corruptions of citizens in State Institutions, Public Sector and the Private sector	It is the change in the number of citizens surveyed who perceived State Institutions, Public Sector and the Private sector to be corrupt during the referenced period, expressed as a percentage of the previous year	Measures the extent to which the fight against corruptions is making impact. It is qualitative assessment based on citizens' perceptions
	3. Total value of reported cases of infractions of the Public Procurement law	The total value in Ghana Cedis of the reported cases of infractions of the Public Procurement law reported by Ghana Audit Services in a financial year	Measures the extent to anti-corruption institutional structures are being effective for reducing opportunity for corruption and economic crimes
	4. Number of corruption and economic crime cases recorded by EOCO	Total count of economic crime and corruption-related cases recorded by EOCO	Measures the extent to which the anti-corruptions interventions are yielding results.
	5. Number of infractions cited by the Auditor-General and Public Accounts Committee and recommended sanctions	Counts of reported cases of audit infractions (including tax Irregularities, cash irregularities, outstanding debts/loans, payroll irregularities, stores/procurement irregularities, rent payment, irregularities and contract irregularities reported by the Auditor-General and confirmed by Public Accounts Committee (PAC) and the associated recommended sanctions	Measure of accountability and transparency in the use of public resources
	6. Total value of proven corruption, economic crime and procurement infraction cases by state agencies such as CHRAJ, EOCO, Audit Service, Parliament	Ghana Cedis sum value of reported financial malpractice cases of the relevant State Institutions including as CHRAJ, EOCO, Audit Service, and Parliament that have led to either successful prosecution or sanctions, expressed as a percentage of the country's GDP	Assessment of the economic cost of corruption to the country
	7. Percentage change in budgetary Resources to state anti-corruption agencies	The change in annual budgetary resources (i.e. allocated and actual) to the state an-corruptions agencies including CHRAJ, EOCO, Office of Special Prosecution and during each budget cycle, expressed in percentage	Expression of Central Government commitment to strengthen these institutions to fight corruption

### Improved working conditions in CHRAJ

In this strategic outcome area, a total of 6 indicators have been selected.

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
2. Improved working conditions	1. Average nominal compensation per employee	The sum of gross wages and salaries and employers' social security contributions of all employees per annum in national currency divided by total number of days worked by all employees. As a proxy P.E budget (i.e. Actual) divided by total number of days worked by all employees will be adopted	Measure of the extent to which staff financial incentives is improving

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
	2. Per capita employee goods and services budget	The sum of goods and services budget (approved and actual) at the time of assessment, divided total number of employees	This is a proxy for improvement in availability of resources for regular operation of the Commission
	3. Physical space per employee	Total number of office spaces at the national, regional and district level divided by total number of employees at the time of assessment	Measure of appropriate physical work environment to support the performance of employees
	4. Average age of operational vehicle	The sum of the ages of each vehicle of the Commission (i.e. pool cars and those assigned to officers) divided by the total number of cars at the time of the assessment	This is a proxy for reduction in operational constraints and enhancement of working environment
	5. Per capita computers and accessories	Total number of computers and accessories at the national, regional and district level divided by total number of employees at the time of assessment	This is a proxy for supportive tools for routine work and enhancing the environment for work
	6. Net recruitment rate into the CHRAJ	Rate of recruitment into the Commission, minus the rate of loss of personnel through resignations, retirement, death, etc.	Measure of the extent to which the Commission has the right staff strength to carry out its mandate

### Improved corporate governance and reporting obligations in CHRAJ

In this strategic outcome area, a total of 4 indicators have been selected.

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
3. Improved corporate governance and reporting obligations in CHRAJ	1. Citizens satisfaction rate	The proportion of citizens who reported being satisfied with the work of the Commission in a survey period	Measure of affirmation of the work of the Commission
	2. Client service satisfaction rate	The proportion of complainants and respondents who reported being satisfied with the services of the Commission	Measure of affirmation of the services of the Commission
	3. Time taken to prepare key domestic reports to meet the reporting obligation	Number of months taken to prepare and submit to appropriate authorities key domestic reports, including performance report to Parliament, Annual Progress Report on the implementation of medium-term plan, and budget performance report to Ministry of Finance	Indication of the efficiency of CHRAJ's M&E arrangement/system to meet the statutory reporting requirements
	4. Time taken to prepare key reports by CHRAJ to meet the reporting obligation of both the continental and global bodies	Number of months taken to prepare key reports and submit to appropriate global bodies	Indication of the efficiency of CHRAJ's M&E arrangement/system to meet international reporting requirements

## OUTPUT INDICATORS

This refers to indicators which capture the effect of a number of specific programme activities or projects in a specific strategic output area. They represent a sum of actions and trends in more than one Strategic activity. These are specific indicators adopted for reporting on each of the strategic outputs.

### i. Improved Human Rights situation in Ghana

In this strategic outcome area, a total of 7 output indicators have been selected.

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
OUTPUT LEVEL INDICATORS			
Improved Human Rights situation in Ghana			
1. Protection of fundamental Human Rights	1. Number of international Human rights conventions ratified	Count of the number of international human rights conventions ratified by state annually	Measure of national commitments to ensuring the protection of human rights. It demonstrate efforts at

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
			domesticating international agreements on human rights
	2. Number of systemic investigations (cultural, discriminatory and other systemic violations) conducted	Count of number of investigations carried out in the areas of cultural, discriminatory and other systemic violations conducted annually	Help track how human right violations are being prevented
2. Public Education on fundamental Human Rights and Freedoms conducted	1. Type and quantity of human rights education materials produced	Description of nature of educational material and count of total quantity of each type of materials including manuals, briefs, leaflets, etc	Measures preparedness to provide education on human rights
	2. Number of public education activities on fundamental human rights and freedoms conducted	Count of educational human right educational activities undertaken annually	Measure of institutional efforts at educating the populace on human rights issues
3. Monitoring Human Rights and SDG Implementation	1. Number of reports on the State of Human Right (SOHR) prepared	Count of SOHR reports prepared by CHRAJ in a pre-determined intervals	Shows the capacity to CHRAJ to provide comprehensive assessment of the nature and trends of human rights violation in Ghana on a regular basis
	2. Number of reports on the implementation of the SDGs in Ghana prepared	Count of reports prepared by CHRAJ on the implementation of the SDGs in Ghana in a pre-determined intervals, focusing on adopted Human Rights SDGs indicators as well as the Right-Based approach indicators adopted by CHRAJ	Shows the capacity to CHRAJ to provide comprehensive assessment of the progress Ghana is making towards the implementation of the Right Based SDGs on a regular basis
	3. Number of reports on the "Right to Vote" prepared	Count of reports prepared by CHRAJ on the "Right to Vote" by citizens in a pre-determined intervals	Indication of the capacity of CHRAJ to provide comprehensive assessment of Citizens' right to vote on a consistent basis

## ii. Improved Administrative Justice in Ghana

In this strategic outcome area, a total of 9 output indicators have been selected.

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
<b>OUTPUT LEVEL INDICATORS</b>			
<b>Improved Administrative Justice in Ghana</b>			
1. Enforcing Administrative Justice in public service delivery	1. Implementation completion ratio of Administrative Justice programmes and projects	The count of Administrative Justice programmes/projects in the annual action plan of the SP that really get implemented during the budget year, expressed as a percentage of total number of planned programmes/ projects	Measure of the extent to which CHRAJ is on-track to achieving its planned programme implementation
	2. Number of tools/ reforms implemented to address systemic administrative injustices	Count of interventions implemented solely or jointly with other relevant public institutions including PSC, Labour Commission and OHCS, to permanently address recurrent administrative injustice concerns.	Measure of improvements in institutional architecture for addressing administrative injustice concerns
2. Service Charters for Secondary Cities (MMDAs) developed through CHRAJ assistance	1. The number of Service Charters developed for MMDAs	Total count of Service Charters developed for MMDAs for a given year	Measure of improved capacity of secondary cities (MMDAs) to provide quality public service delivery
3. Capacity building of Clients Service Units in all MDAs redress and	1. Number of functional client service units in place at the MDAs level	Total count of functional client service units at the MDAs level supported by CHRAJ to operate effectively in a given year	Measure of improved capacity at the MDA level to provide quality public service delivery

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
<b>grievance Resolution Conducted</b>	2. Number of staff of MDAs client service units trained in grievance resolution and handling	Total count of staff of MDAs client service units trained in grievance resolution and handling in a given year	Measure of improved capacity at the MDA level to effectively handle and resolve grievances
<b>4. Public Education on Principles of Administrative Justice conducted</b>	1. Number of public education activities undertaken for the general public	Total count of public education campaigns undertaken for the general public by types in a given year	Measure of improved capacity of the general public to appreciate administrative justice issues and demand accountability from duty bearers
	2. Type and quantity of administrative justice education materials produced	Description of nature of educational material and count of total quantity of each type of materials including manuals, briefs, leaflets, etc	Measures enhanced capacity to provide education on administrative justice
<b>5. Capacity building for Management Personnel of selected MDAs in Principles of Administrative Justice</b>	1. Number of management personnel of MDAs trained in principles of administrative justice	Total count of Management staff of MDAs trained in in principles of administrative justice in a given year	Measure of improved capacity at the MDA level to effectively promote the principles of administrative justice at their level
<b>6. Research report on statistics and data on service delivery</b>	1. Number of research into trends of administrative injustice conducted	Total count of research into trends of administrative injustice conducted in a given year, occasioned by acts, decisions and omissions of administrative bodies and officials based on complaints received	Provide insights into the nature and trend of Administrative Justice complaints and enhance the capacity of CHRAJ to effectively promote Administrative Justice

### iii. Corruption in Ghana reduced

In this strategic outcome area, a total of 16 output indicators have been selected.

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
<b>OUTPUT LEVEL INDICATORS</b>			
<b>Corruption in Ghana reduced</b>			
<b>1. Anti-corruption laws and Codes of Conduct enforced</b>	1. Number of contraventions/ breaches of the Code of Conduct for public officers investigated	Total count of contraventions/ breaches of the Code of Conduct for public officers investigated in a specified period	Measures the extent to which the Code of Conduct for public officers is being complied with.
<b>2. Corruption Risk Assessments conducted</b>	1. Number of risk assessment reports of public institutions prepared	Total count of risk assessment reports of public institutions prepared in a specified period	Measures the vulnerability of selected public institutions to corruption and inappropriate code of conduct.
<b>3. CHRAJ's Role under NACAP activities implemented</b>	1. The number of CHRAJ staff sensitized on NACAP and SDGs	Total count of CHRAJ staff sensitized on NACAP and SDGs in a specified period	Measures the enhanced capacity of CHRAJ staff to promote anti-corruption and adherence to proper code of conduct in public office
	2. Number of public education and awareness creation exercises on corruption and the NACAP organised for MDAs and MMDAs	Total count of public education and awareness creation exercises on corruption and the NACAP organized for MDAs and MMDAs in a given year	Measure of improved capacity at the MDA and MMDA level to implement anti-corruption and NACAP interventions
	3. Number of public education and awareness creation programmes organised on corruption for the general public	Total count of public education and awareness creation programmes organized on corruption for the general public in a given year	Measure of improved capacity at the general public to promote anti-corruption
	4. Number of ethics officers trained at Regional level	Total count of Ethics officers designated and trained at regional level in a given year	Measure of improved capacity at the Regional level to assist in the enforcement of the Code of Conduct for Public Officers

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
4. Coordination of Implementation of NACAP	5. Number of IPs which has established a safe reporting mechanisms at their workplaces	Total count of IPs which has established a safe reporting mechanisms at their workplaces, as well as confidential and safe reporting mechanisms for whistleblowing at district and regional levels. in a given year	Measure of improved supportive environment to enable employees and general public to report corruption and misconduct
	6. Number of beneficiaries serviced by the Ethics Development Centre	Total count of persons/ beneficiaries accessing the services of the Ethics Development Centre in a given year	Measure of enhanced supportive environment for the fight against corruption and misconduct
	7. Percentage implementation of the Public Service integrity programme	Ratio of implemented activities against total number of planned activities under the Public Service integrity programme in a given year, expressed as a percentage	Measure of improved supportive environment to promote anti-corruption efforts
	8. Number of monitoring report on compliance of the Code of Conduct for public office holders prepared	Count of reports prepared by CHRAJ on compliance to the Code of Conduct for public office holders, in a specified period	Indication of the capacity of CHRAJ to provide comprehensive assessment of the extent of compliance to the Code of Conduct for public office holders on a consistent basis
	9. Number of reports on the State of Corruption (SOC) prepared	Count of State of Corruption (SOC) reports prepared by CHRAJ in a specified period	Shows the capacity to CHRAJ to provide comprehensive assessment of the nature and trends of corrupt practices and economic crimes in Ghana on a routine basis
	1. Number of NACAP Annual work plans and progress reports prepared	Count of Annual Work Plans and Progress Reports prepared by CHRAJ within the implementation framework of NACAP, in a specified period	Measure of the preparedness of CHRAJ to effectively implement and monitor the implementation of NACAP
	2. Number of field monitoring activities on selected NACAP implementing partners conducted	Count of field monitoring visits undertaken by CHRAJ to selected partner institutions to assess the extent of implementation of NACAP in a specified period	Enhances the capacity to CHRAJ to provide first-hand information on the extent of implementation of NACAP by partner institutions
	3. Number of special stakeholder engagement and commemorative events on Anti-corruption organised	Count of special stakeholder engagement or commemorative programmes on Anti-corruption, such as Annual Anti-Corruption and Transparency (ACT) and International Anti-Corruption Day organized in a specified period	Measure of the extent to which CHRAJ has create the necessary platform to constantly engaged with key partners and stakeholders
	4. Number of regular meetings of NACAP Implementation Structures organised	The count of the number of regular meetings of NACAP Implementation Structures, including the High Level Implementation and Monitoring and Evaluation Committees, organised in a specified period	Measure of the level of, and regularity of attention given to the implementation and monitoring of NACAP, as well as the existence of platform for feedback on programme implementation
5. Research report on statistics and data on enforcement of anti-corruption legislation and Codes of Conduct	1. Number of research into trends of corruption offences and breaches of the Code of Conduct carried out	Total count of research into trends of corruption offences and breaches of the Code of Conduct carried out in a given year, based on cases investigated	Provide insights into the corruption offences and breaches of the Code of Conduct and enhance the capacity of CHRAJ to effectively promote anti-corruption

#### iv. Working conditions in CHRAJ improved

In this strategic outcome area, a total of 9 output indicators have been selected.

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
<b>OUTPUT LEVEL INDICATORS</b>			
<b>Working conditions in CHRAJ improved</b>			
1. Conditions of Service of Staff improved	1. Level of implementation of the new scheme of service and conditions of service	The proportion of the key provisions in the new scheme of service and conditions of service actually implemented in a specified period	Assesses the extent to which measures introduced to improve the condition of services of staff have been implemented according to plan
2. Staff capacity developed	1. Number of staff benefitting from refresher courses and continue training programmes	The count of staff who benefitted from in-house short-term refresher courses and life-long training programmes provided by external institutions in a specified period	Assesses the improvement in professional competencies to provide world class services
	2. Number of head of departments and senior officers benefitting from CHRAJ's specialised training programmes	The count of head of departments and senior officers benefitting from CHRAJ's specialized training programmes in a specified period	Assesses the improvement in professional competencies at senior level to guide implementation of programmes and provide world class services
3. Infrastructure improved	1. Proportion of CAPEX budget	Ratio of annual CAPEX budget (i.e. allocation and actual) to total budget, expressed as a percentage	Indication of CHRAJ's capacity to invest in relevant assets and logistics for effective delivery of its mandate
	2. Growth in assets base of CHRAJ	Percentage change number of assets (i.e. ICT infrastructure & equipment, lands, buildings, and vehicles) acquired by CHRAJ compared with the previous year	Indication of improvements in relevant infrastructure and assets base of CHRAJ for effective delivery of its mandate
	3. Proportion of CAPEX and goods and services resources allocated to the Regional and District offices	Share of CAPEX and goods and services budget resources (actual) allocated to projects at the Regional and District offices expressed as a percentage of national	Proxy for assessing the improvements in the infrastructure base at the Regional and District offices
	4. Availability of ICT infrastructure backbone at the national, regional and district offices	Percentage of work completed on the replacement of the network infrastructure backbone at the national and regional offices, and constructions new backbone at the district offices	Proxy for assessing the improved operational capacity at the national, regional and district offices
	5. Proportion of CHRAJ's business processes automated	The ratio of CHRAJ's operational activities from receipt of complain, to investigations, programme planning and monitoring and reporting, which is automated to all activities, expressed as percentage	Measure of operational efficiency of CHRAJ
4. General Administration of CHRAJ improved	1. Percentage change in skill and personnel requirement of CHRAJ	The changes in the difference between existing skill set and personnel and optimal requirement at all levels, expressed in percentage	Measure of improvement in relevant personnel capacity for effective delivery of its mandates

#### v. Corporate governance and reporting

In this strategic outcome area, a total of 11 output indicators have been selected.

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
<b>OUTPUT LEVEL INDICATORS</b>			
<b>Corporate governance and reporting</b>			
1. Corporate affairs and	1. Number of media engagements organised by CHRAJ for media personnel	The count of media engagements organised by CHRAJ for media personnel to	Measure of the existence of appropriate support

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale
visibility improved	to enhance their knowledge of CHRAJ's mandate and activities	enhance their knowledge of CHRAJ's mandate and activities on an annual basis	environment to promote the visibility of CHRAJ
	2. Rate of reportage on CHRAJ's mandate and activities	The average number of media reportage (electronics and newspaper) on CHRAJ's mandate and activities per week	Measure of growing visibility of CHRAJ
	3. Level of traffic to CHRAJ's website and other social media handles	The number of people who visit CHRAJ's website and other social media handles per day for relevant information and provide feedback on its works,	Measure of growing visibility of CHRAJ
2. Monitoring and evaluation increased	1. Proportion of the M&E Plan for the 2020-2025 SP implemented	Ratio of the number of programmes and activities outlined in the M&E Plan implemented to total number of activities, expressed in percentage	Proxy for improved capacity to monitor and evaluate the implementation of the 2020-2025 SP
	2. Number of M&E reports prepared	Count of the M&E reports prepared in a given year	Proxy for improved capacity to provide a comprehensive information of the extent of implementation of the SP
	3. Share of budgetary resources spent on M&E	The share of goods and services budget (i.e. allocations and actual) used on M&E activities compare to overall goods and services budget, expressed as percentage	Proxy for the commitment to undertake M&E
3. Formulation of National Policy & Legislation	1. Number of legislations, policies and other instrument: formulated or reviewed	The count of legislations, policies and other instruments formulated or reviewed during the year under review	Assesses the extent to which relevant legislation, policies and other instruments are up-to-date and effectively support the work of CHRAJ
4. Research and Training Centre (RTC) established	1. Number of research and trainings programmes carried out by the Research and Training Centre (RTC)	Description and count of activities (i.e. research or training) undertaken by Research and Training Centre RTC) during the reference period	Proxy for improved research and training capacity of CHRAJ
5. Reporting obligations honored periodically	1. Number of domestic reports prepared	The count of domestic reports prepared and submit to appropriate authorities, including performance report to Parliament, Annual Progress Report on the implementation of medium-term plan, and budget performance report to Ministry of Finance	Indication of improved capacity for CHRAJ's to meet their statutory reporting requirements
	2. Number of reports prepared by CHRAJ's to meet the reporting obligation of both the continental and global bodies	The count of reports prepared and submitted to appropriate global bodies as a reporting obligation	Indication of improved capacity for CHRAJ's to meet their global and continental reporting requirements
	3. Number of global, regional and sub-regional events CHRAJ participated in	The total annual number of international and regional Human Rights, Anti-corruption and Ombudsman meetings and Conferences (including (GANHRI, NANHRI, NNHRI-WA, Commonwealth Human Rights Forum*, AOMA, IOI, AACA, Commonwealth, NASIWA, International Association of Anticorruption Authorities) CHRAJ participated in	Measure of the extent to which CHRAJ is honouring its international obligations, as well as making the voice of Ghana heard on the global discussions on human right, administrative justice and anti-corruption

Complete set of performance indicators with definitions, typology, rationale for selecting the indicator, sources for the data, level of disaggregation, frequency of data collection, baseline, and target for each planning year are attached at Appendices 1.1a & 1.1b.

## **7.6 Tracking Progress Towards International Commitments**

In addition to these indicators for monitoring the implementation of the Strategic Plan, there is a commitment by CHRAJ to report on the rights-based approaches to poverty eradication, resource allocation and social protection to its international partners, as well as progress of implementation of a number continental and global initiatives such as the SDGs and African Union Agenda 2063. Monitoring the implementation of some of these international partnership agreements uses a set of pre-determined indicators, triggers and targets. Appendix 1.1c provides detailed prioritised indicators of the partnership frameworks.

# Chapter 8: Information System

## 8.1 Introduction

The information that feeds into M&E systems are usually provided by different units, departments and agencies at national and sub-national levels. The current challenge for most M&E systems is weak data production, storage and management system. To demonstrate how this will be overcome under this plan, this chapter will outline the system to be instituted to generate relevant, reliable and timely quantitative and qualitative information, and stored in a form that will be accessible to all from any location. This will cover the strategy to be implemented to ensure the production of quality information and statistical data, as well as the establishment of a common, centrally located database for the storage and retrieval of basic data.

## 8.2 Underlying Conceptual Framework for Development of Central Database System

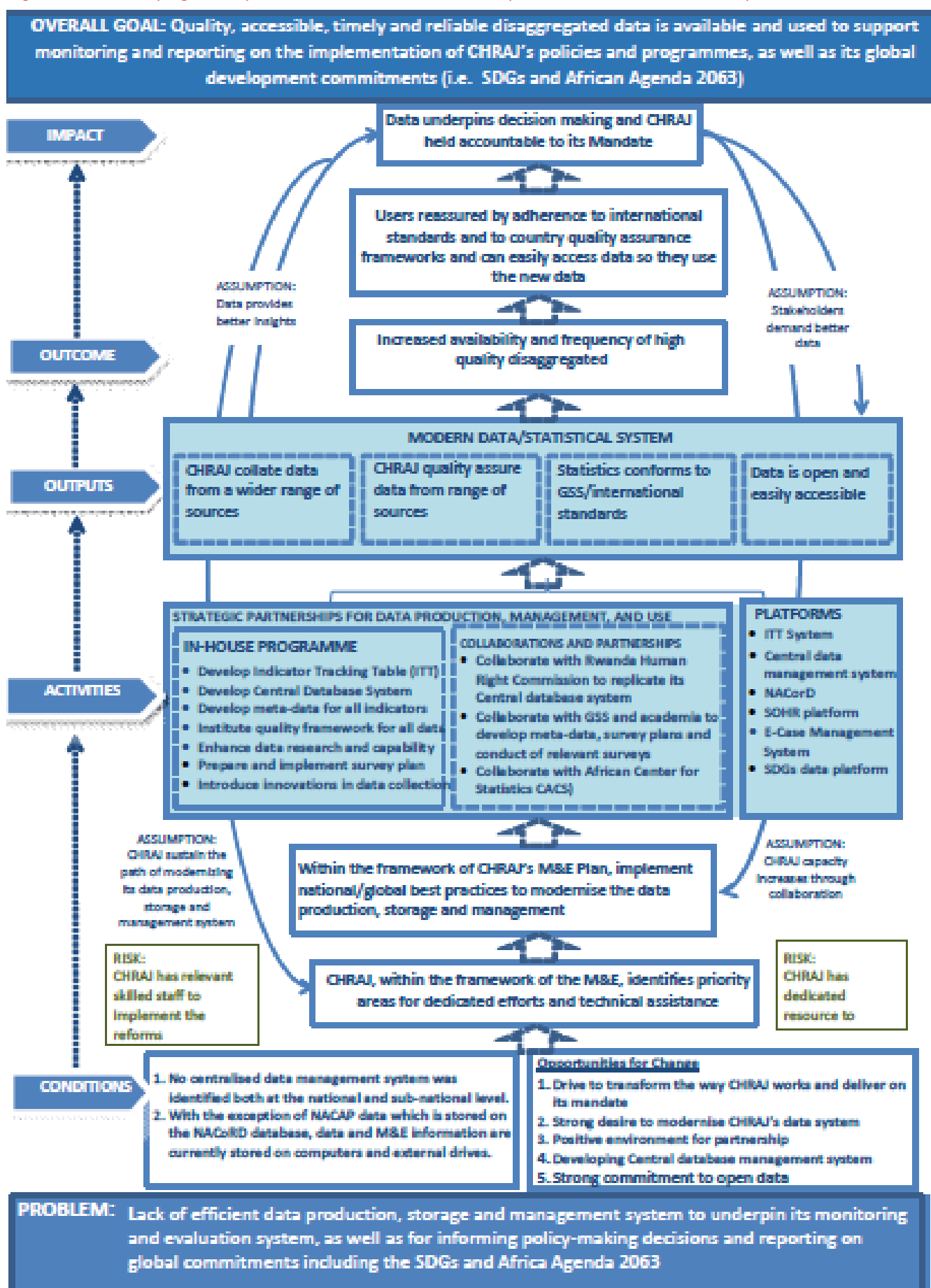
The quantity of information that will be collected, received, analysed and shared make it imperative to have a well-thought-out information system for storing, searching and analyzing data, as well as making data accessible to both internal and external stakeholders. A good M&E information system must be user friendly, based on business processes, be able to meet the data needs of stakeholders and support decision making. It serves as a foundation for interactive communication, transparency, consensus-building and continuity.

Figure 8.1 summarises the underlying concept for the development of an efficient data production, storage and retrieval system.

The development of an efficient data production, storage and management system, commences with the identification of the constraints and analyses the availability of a supportive environment for reforms and improvements. It also identifies the priority for dedicated actions and what global best practices need to be instituted. Based on the priorities identified, key in-house programmes to be implemented as well as the data platforms expected to be instituted would be specified. The types of collaborative resources, both locally and internationally, in support of the development of the system would have to be clearly identified. The system, developed from these in-house programmes with the relevant collaborative support, should be able to collate data from wide-range of sources, as well as quality assure the collated data in conformity with global best practices, including being open and easily accessible. The outcome of these efforts should be increased availability and accessibility of quality disaggregated data at all times for policy decision-making as well as holding relevant institution accountable for delivering on their mandate. The risk and associated assumptions at each stage of the process would have to be clearly identified and reviewed regularly.

Currently, some arrangement exists at the Commission for the production, storage and retrieval of data. However, they are not integrated and cannot be accessed centrally. It is in this regard that an efficient central database system will be developed with the capacity to provide quality, accessible, timely and reliable disaggregated data for reporting on implementation of policies and programmes as well as global and continental development agenda.

Figure 8.1: Underlying Conceptual Framework for the Development of Central Database System



## 8.3 Institutional Statistical and Data Strategy

### ***8.3.1 Internal data and statistics capacity development***

The Civil Service Law of 1993 which guides the creation of most public sector institutions obliges institutions to, at least, maintain four line directorates, including Policy Planning, Monitoring and Evaluation (PPME) and Research, Statistics, Information and Public Relations (RSIPR). For most state institutions, while PPME exist there is no functional statistics unit or at best they exist in name. For the purpose of the M&E arrangement being proposed under this plan, the existing Research Department of the Commission will be upgraded into Research, Statistics and Information Management (RSIM) Department and strengthened to produce, store and manage quality, relevant, reliable, and cost-effective data in a timely manner. It will serve as the main source of administrative, statistics and survey data for the preparation of M&E reports. In addition, institutional statistics and data development strategy will be prepared and implemented to promote comprehensive, effective and sustainable development of statistics at all levels of the Commission. It will prioritise interventions that will ensure:

- i. uniformity in capacity for the production and use of statistics across the Commission;
- ii. production of quality, relevant, appropriate, credible, consistent, complete, disaggregated, timely, and accessible statistical data; and
- iii. promotion of information sharing within and outside the Commission.

### ***8.3.2 Pre-requisites for efficient data and statistical system***

Within the framework of the Statistics Development Strategy, a medium to long-term surveys plan, data catalogue, metadata of relevant indicators and data assurance framework are required to be developed.

**Surveys Plan:** The plan will cover all the various surveys that the Commission intend to conduct, outlining the scope, timeline, duration, cost and potential partners among others. This would ensure that surveys are not conducted on an adhoc basis and adequate resources and time is allowed for planning and conducting surveys. The surveys plan will be development with technical guidance of GSS.

**Data Catalogue:** Undertaking inventory of datasets that exist among the different departments of the Commission will help identify data gaps, overlaps and inconsistencies. Based on the findings, a data catalogue will be developed providing details such as data categories, producers, level of disaggregation and frequency of production. The datasets will be updated periodically by regularly evaluating data sources for potential new data.

**Metadata:** Metadata are critical as they define and describe indicators. Without metadata there is no clear understanding of the method of computation, how data can be used and how they can be best exploited. A comprehensive metadata for all monitoring indicators, made available in compatible formats for users, will be compiled to serve as important input into the development of database systems.

**Data Assurance:** Most efficient M&E information system thrive on the basis of quality data. Quality data bring credibility and promote trust between suppliers and users of data and statistics. It is therefore imperative that the data that forms the basis of the information system must satisfy the

six data quality dimensions of **accuracy, completeness, consistency, timeliness, validity, and uniqueness**. In this regard, a data quality assurance system will be instituted by the Commission to ensure that the data generated are fit for purpose, comply with legal and ethical requirements.

### **8.3.3 Collaborative Resources for data and statistic production**

Within the framework of identifying the collaborative resources available for the development of its internal data and statistics production capacity, the Commission will leverage the resources available at the Ghana Statistical Service (GSS) and other relevant sources including CSOs, academia and think tanks.

**Collaboration with Ghana Statistical Service:** Ghana Statistical Service (GSS) is the government body mandated with producing official statistics. They have over the years gained valuable experience in collecting and analysing data and preparing reports. The Commission would forge a collaborative arrangement with GSS, especially for technical support and training of staff. Through such an arrangement, GSS could support the Commission in designing data collection templates for administrative data, assist the Commission to conduct surveys and also include modules in national survey to collect population-based data that are of interest to the Commission. This would ensure the production of the relevant data on a continuous basis.

**Collaboration with CSOs, Private sector, academia and think-tanks:** Several non-state actors are active in the human rights and administrative justice space and collect data as part of their work. These pieces of information could complement information from official government sources and provide valuable insights. In this regard, the Commission would explore ways of integrating such information in its analysis and reports. The GSS is currently developing a data quality assurance framework (DQAF) to streamline types, methods, and the role of actors in data production and utilization and facilitate exchange of data among government institutions, civil society, private sector data producers, academic institutions, and development partners. The Commission would leverage on the DQAF to make better use of data from non-government sources.

## **8.4 Automation of the Commission's Operations and Processes**

In 2019, the Commission invited Kenya National Commission on Human Rights (KNCHR) to undertake assessment of the extent of automation of its operations and processes for case management, having learnt about the system in place at KNCHR. This was to serve as basis for the development of efficient automated system for operation similar to that of KNCHR.

On the basis of the assessment, the Commission commenced the automation of its processes including the development of a three-in-one system for processing of complaints, with the support of KNCHR. The process entailed:

- i. overhauling of the complaints form to include additional fields such as: PWDs, Region, District, Constituency, Ward, Village, lodging mode, know about the Commission, Age, Age specific, Category, sub-category, Allegation type (state/non-state), category of allegation type, department of allegation type, casefile no, case handling office, admission status, pending reason, immediate feedback, ReferralTo, Referral, reviewing officer, Reviewing remarks, complainant type and marital status;
- ii. standardizing and categorizing anti-corruption and administrative justice;
- iii. develop a one system (3 in 1 system) for petitions management from inception to closure;

- iv. development of efficient email and SMS system;
- v. developing a system to effectively track complains lodged on the website and responded to appropriately; and
- vi. developing a geo-location system to map all petitions received (per district) on the pictorial live map to depict all the areas the Commission is collecting petitions from across Ghana.

To provide appropriate foundation for the development of the central database system, these reforms will be continued and sustained.

## **8.5 Establishment of a Common, Centrally Located Database**

To further support the M&E system, a central database, effectively linked to the regional and district offices would be established to serve as the source of verified and approved data for the Commission. Staff and other stakeholders would be given right of access based on their roles and functions. The level of access may vary from uploading data for those with back-end access to viewing and downloading data for those with only front-end access.

Assigned officers from the national and sub-national offices would be able to upload data to the database after going through data quality assurance protocols, and features for both offline and online data accessibility and use. The database would have traceability features to help identify the source and when a set of data was uploaded and downloaded. In addition, a data archival and backup arrangement will be incorporated together with robust security features to prevent cyber-attacks. All offices would be equipped with the appropriate ICT infrastructure to allow for inter-connectivity and effective functioning of the database. The system will be reviewed and updated periodically to respond to the emerging data needs and changing technology (See appendix 1.3a-1.3c for prototype and example of a typical Central Database system).

The system will, among others, perform the following functions:

- i. Track project and programme implementation through systematic collection, collation, analysis and reporting of project level data and information based on agreed indicators;
- ii. Generate pertinent information for the preparation of quarterly and annual progress reports, as well as other special reports;
- iii. Provide a comprehensive, consistent and verifiable way of documenting and communicating results and learning from interventions in a timely and accurate manner;
- iv. Undertake pre-defined and ad-hoc data analysis, modelling and reporting to varying analytical and statistical information requirements of stakeholders;
- v. Have a web-based front-end data entry tools using appropriate and efficient web technologies as well as web-based querying tools for data retrieval;
- vi. Have a portal for receiving and analysing citizens' generated data;
- vii. Display summary pages showing data from all available sources and aggregate statistics and present summary dashboards showing progress on development projects and programmes;
- viii. Enable the upload of documents as a means of data verification; and
- ix. Facilitate information sharing between key stakeholders and partners.

It will ensure data retrieval or exchange capability with other systems and databases. It will also allow users to overlay and/or compare data on activities, outputs and outcomes with data on programme spending and aggregate results against programme indicators data. It will provide administrators with intuitive tools for reconciling discrepancies between different data sources.

# Chapter 9: Key M&E Reports

## 9.1 Introduction

The main reports expected from the M&E system will emanate from the four key M&E activities outlined in the M&E plan, namely: quarterly/annual monitoring activities, participatory monitoring and evaluation; special and thematic studies; and the terminal evaluation.

## 9.2 Quarterly and Annual Reports

The key instrument for reporting on the progress of implementation of the SP on quarterly and annual basis will be the Quarterly Progress Report (QPR) and the Annual Progress Report (APR). They will be prepared based on pre-determined indicators and in accordance with a prescribed format. They will serve as the main source of information on progress being made and make recommendations for corrective measures. It will also provide information on budgetary resources utilized for implementation of key activities under the SP, as well as summary of progress being made for the attainment of the SDGs, Agenda 2063 and any other global and continental commitments.

The report on progress against targets will be presented according to the five strategic objectives of the SP, namely:

- Improved Human Rights;
- Improved Administrative Justice;
- Reduction in corruption;
- Improved working conditions in CHRAJ; and
- Improved corporate governance and reporting obligations.

In addition to the quarterly and annual reports, there will also be other annual reports such as: NACAP annual progress report; Client Satisfaction Survey report; systemic investigations report, statistical report on the State of Human Rights in Ghana; statistical report on state of Administrative Justice; statistical report on state of corruption related complaints; and monitoring report on compliance of the Code of Conduct for public office holders

The reports will provide continuous and regular data for informed policy decisions as well as help to assess whether resources are being used effectively and efficiently. It will also form the basis for policy dialogue with stakeholders, including development partners and civil society on progress CHRAJ is making to achieve its functional and operational objectives.

## 9.3 Participatory Monitoring and Evaluation Reports

The participatory monitoring and evaluation activities will result in survey reports based on perception of citizens on how well the implementation of the SP is impacting on their lives. The report will be prepared on every other year and complement the findings from the annual monitoring reports. The report could focus on all the five strategic objectives of the SP or a specific intervention area.

## **9.4 Special Impact and Thematic Studies Reports**

In addition to these two key reports, special impact and thematic studies reports will be prepared to further explore worrying statistics that emanates from the reporting system. Some of the studies expected from the process will include the following:

- i. Report on Forced Marriages;
- ii. Citizen's Satisfaction Survey report;
- iii. State of Human Rights in Mining Communities;
- iv. Report on Right to Vote in national elections in Ghana
- v. Corruption Risk assessment reports
- vi. Report on SDG Implementation in Ghana;
- vii. Study Report on the linkage between gender and corruption
- viii. Survey report on vulnerable and disadvantaged persons' who understand human right issues and are claiming
- ix. Research into exploitative Child Labour in the Fishing Industry;

## **9.5 Programme Evaluation Reports**

During the period of implementation of the SP, three main evaluations will be conducted, namely: Ghana Human Rights Baseline report; terminal evaluation of the implementation of the entire SP and the terminal evaluation of NACAP. There will be other formative evaluation reports such as State of Human Right Report (SOHR); administrative injustice survey report; and State of Corruption in Ghana report. Appendix 1.4 provide a sample of reporting format for Evaluation.

# Chapter 10: Dissemination of M&E Outcomes

## 10.1 Introduction

The availability of M&E information does not necessarily guarantee its usage. The use of M&E results is enhanced if there is deliberate arrangement in place to facilitate it. This should entail tailoring the reporting arrangement to meet the expected needs of each type of user, including preparing different types of reports for different users. Equally important aspect of this arrangement is to ensure that key stakeholders are aware of the availability of the M&E reports and have easy access to them. This chapter outlines the strategies to be adopted in disseminating the M&E results and the tools to be used.

## 10.2 Reporting and Information Flow

In order for M&E systems to serve as a public accountability and transparency instrument, it is important that the information that the systems produce is publicly visible and easily accessible. Often the internet has been used as a primary dissemination channel in the M&E systems, however this has not proven to be effective enough in achieving comprehensive public awareness. Therefore, for most systems it has been complemented by other dissemination strategies including radio discussions and dialogue workshops. Based on these observations, this M&E plan will rely on a combination of these tools to disseminate M&E results. It will identify who needs to receive the M&E results, in what format and when the information will be required, what tools and feedback mechanism and channels will be instituted to meet the needs of specific stakeholders at different times.

## 10.3 Dissemination in the Context of CHRAJ's Communication Strategy

One of the strategies that have proven to be effective in improving demand for M&E result is implementing interventions that enhance the quality of communication with stakeholders. Effective communication of the M&E results will ensure that as many Ghanaians as possible, especially the poor, are aware of how much progress is made in implementing human rights, administrative justice, and anti-corruption interventions. The dissemination of the outcome of the M&E is expected to be based on the overall Communication Strategy of CHRAJ, which entails, among others, providing stakeholders with timely, relevant, user-friendly, innovative products and services; improving media relations and staff capacity to engage with media; improving the internal and external communication as well as internal work processes; and enhancing communication through CHRAJ website and social media handles. The key dissemination platforms to be adopted include:

- i. E-dissemination including using CHRAJ website, Direct Email, Social Media platforms (i.e. Twitter, Facebook and Blogging), Video and Web Conferencing, podcast, CHRAJ-TV, e-Seminars;
- ii. Special Annual Consultative/Review Meeting platform with key Partners, including Development Partners, CSOs, private sector to discuss the performance report;
- iii. Sensitization Durbars;
- iv. Joint Town Hall Meetings with NCCE and Information Services Department;

- v. Press Conferences;
- vi. Regional Dissemination Workshops;
- vii. Radio Discussions and Television Programmes;
- viii. Training of Trainers to create awareness, and also to develop the mechanisms for consultations and feedback in regions and districts;
- ix. Collaboration with other key partners to disseminate M&E outcomes; and
- x. Instituting regular interaction with selected change agents such as Journalists and programme managers from the Media to share ideas on the implementation of CHRAJ's SP and its M&E outcomes.

Key communication tools to be used include:

- i. Technical Reports on M&E activities;
- ii. Information Papers on the M&E reports;
- iii. Policy brief on the M&E reports;
- iv. Press Releases
- v. Newsletters (including e-newsletter) on M&E reports;
- vi. Circulars
- vii. Leaflets and Fact sheet
- viii. Jingles
- ix. Translated reports in selected local languages
- x. Braille for visually impaired persons

For effective dissemination, the communication strategies would focus on audiences' needs, as well as link the audience to resources that allow them to act. The mapping of selected stakeholders, both internally and externally, to the respective tools are presented in Table 10.1 below:

**Table 10.1: Template for dissemination strategy for CHRAJ**

No.	Types of reports	Target Audience	Key Message	Dissemination Mechanisms/Tools
1.	Annual Progress Report	Office of the President, Parliament Council of State, NDPC, Commissioners	Achievements, challenges, policy implications	Policy Briefs, Information Papers, Formal Reports
2.	Quarterly and Annual Progress Report, Terminal Evaluation	Staff and Commissioners	Achievements, challenges, policy implications	Workshops, Seminars, Newsletters, Circulars, One-on-one interactions, E-dissemination, Formal Reports
3.	Annual and Quarterly Progress Report	MDAs, RPCUs and MMDAs	Achievements, challenges, financial implications	Policy Briefs, Information Papers, Formal Reports, Workshops, Seminars, Newsletters, E-dissemination
4.	Field Report, Annual Progress Report, Project Inception, on demand, completion reports	Development Partners, & M&E SWG	Achievements, funding and technical challenges, way forward	Briefs, proposals, formal reports, presentations
5.	SDGs, NACAP, SOHR, Project, Quarterly and Annual Progress Report	Civil Society Organizations, Traditional Authorities	Progress, Achievements, challenges, policy implications, issues for advocacy, way forward	Workshops, Seminars, Newsletters, Circulars, E-dissemination, Formal Reports
6.	SDGs, NACAP, SOHR, Corruption report, Annual and Quarterly Progress Report	The Media	Policies, capacity needs, implications for research	Workshops, Seminars, Newsletters, E-dissemination, Formal Reports, presentations

No.	Types of reports	Target Audience	Key Message	Dissemination Mechanisms/Tools
7.	Annual and Quarterly Progress Report	Academia/Research/ Management Training Institutions/Consultants	Policies, capacity needs, implications for research	Workshops, Seminars, Newsletters, E-dissemination, Formal Reports, presentations

### **10.3.1 E-Dissemination**

Over the past three decades, the internet has had significant and still emerging impact on how policies and policy outcomes have been communicated and disseminated to stakeholders. From a handful of interconnected computers, the Internet has now become the indispensable part of the world of work and our daily living. Today, enormous amount of information is obtained from the web, with most users of internet now turning to smartphones and other mobile devices for access to the World Wide Web, social networking, and email. With the increased availability of broadband and high-speed internet access, dynamic and multimedia-laden websites have replaced the formerly static web pages. In the light of these, information dissemination strategies are now being structured to conform to these changes and leverage on these new ways of accessing and interacting with information.

Within this context, the M&E results from the implementation of the SP will be disseminated extensively electronically. This will be done largely through CHRAJ website, direct email, social media platforms (i.e. Twitter, Facebook and Blogging), video and web conferencing, podcast and e-seminars. This will allow CHRAJ to reach a wide-range of people within the shortest possible time with M&E information and obtain feedback.

### **10.3.2 Dialogue Workshops/Durbars**

Conferences, workshop and durbar proceedings are more timely means of information transfer than publications. Informal, as well as formal, information exchange marks this dissemination strategy. They also serve as a channel for information not readily and timely accessed by decision-makers. These bring peoples who meet regularly for an extended period of time to explore problems and the social, technical, and political implications of alternative solutions.

Dissemination should also allow for some dialogue with the audience. In particular, in-person and social media-based dissemination strategies offer opportunities for two-way communication with an audience. The commission will engage both their internal and external stakeholders to send and receive feedback on their M&E results by organising workshops and durbars. In addition, a collaboration with other key partners such as traditional authorities, CSOs, MDAs and MMDAs during their workshop will be used to show case their results.

### **10.3.3 Television and Radio Discussion**

To reach the most numbers of people with general information, television is the logical, though most expensive, choice. Television is in more than 70% of Ghanaians homes. It appeals to more than one of the five senses and has become the dominant leisure activity. Television "is society's mass entertainer, mass informer, mass persuader, and mass educator. Similarly, radio with their great flexibility and adaptability wake us up, inform us, and entertain us. The radio has become more individualized and personalized. Talk show hosts communicate directly to each listener and caller.

The Commission will liaise with both public and private TV and radio stations to disseminate the M&E results. This will be done through panel discussion, and interviews. The strategic messages would be accessible to diverse audiences, including non-English speakers, individuals with hearing or visual impairments, and individuals without internet access. Messages would also be clear, succinct, and jargon-free to all listeners and viewers for broader audience.

#### ***10.3.4 Preparation of Simplified Version of M&E Reports***

The production of simplified reports has proven to be one of the effective ways of overcoming some of the difficulties that most intended users of M&E information face in understanding and utilising it. In their view, some of these reports are exceedingly lengthy and written in too much of technical language. The commission would therefore prepare simplified version of these M&E reports. The information will also be converted into brochures, leaflets, information papers, policy briefs, press releases, newsletters (including e-newsletter) and circulars for ease of dissemination and consumption. In addition, the reports such as SOHR which has various users would be summarised and translated into various local languages.

#### ***10.3.5 The M&E Outcomes and the budgetary process***

The Government's annual budget serves as an important vehicle for influencing public policy management with M&E outcomes. The annual budget process in Ghana entails the following:

- i. Preparation and submission of annual budget paper to Cabinet for approval;
- ii. Preparation and issuing of budget guidelines to MDAs;
- iii. Preparation of respective draft budgets by MDAs;
- iv. Policy and technical hearings of MDAs draft budget submissions;
- v. Revision of respective budgets and final submissions by MDAs based on approved budget ceilings;
- vi. Cabinet approval of budgetary allocation;
- vii. Budget presentation to Parliament;
- viii. Parliamentary hearings on budget and approval of appropriation bill; and
- ix. Implementation of budget by MDAs/MMDAs.

The preparation of the annual budget usually commences with the submission of budget paper to Cabinet by the Ministry of Finance, outlining the theme and strategic areas for the year's budget and the underlying macroeconomic framework underpinning the budget. After Cabinet has approved the budget paper, budget guidelines are then issue to MDAs to commence the preparation of their respective Programme Based Budget (PBB). The budget guidelines usually spell out priority areas for the budget and incorporate the findings and recommendations from the monitoring of the implementation of the national development policy framework. Following the submission of respective budgets of MDAs to MoF, policy and technical hearings are organized jointly by MoF and NDPC with MDAs to ensure that MDAs' policy objectives are properly aligned to the strategic objectives of both the medium-term national development framework and the Cabinet budget paper. It is also to ensure that MDAs adheres to the provisions in the budget guidelines, especially the budget ceilings.

MDAs subsequently submits revised budget to MoF based on the feedback from the budget hearings and revised budget submitted to Cabinet for approval. The approved national budget is submitted to Parliament by MoF on behalf of the President. Following the presentation of the

budget to Parliament MDAs are invited to appear before Parliament's Finance Committee to justify their respective budget. Parliament by law does not have the capacity to review budgetary allocation upward, however they can review downwards or make appeal to the Executive during the debate on the budget to consider an upward review of an MDAs' budgetary allocations in either the supplementary or future budget. After the parliamentary hearings for MDAs and the subsequent approval of the Appropriation Bill by Parliament, the implementation of the budgets begins by all MDAs.

In addition to using the outcome of the M&E processes to influence its own PBB, each of these stages of the national budget process is considered as important opportunity for CHRAJ to influence with its M&E results. This can be achieved through sharing the outcome of its M&E activities with key influencers of each of the stages in this process, namely Cabinet, Parliament, MoF, NDPC and relevant MDAs. To this end, the following activities will be undertaken to improve the utility of CHRAJ's M&E reports:

- Organize annual meeting with Cabinet to brief them on key areas of progress and concerns for corrective action;
- Organize annual retreat with Parliament to share annual progress report and other M&E reports prepared by the Commission;
- Organize workshops with relevant MDAs and MMDAs to share the outcome of the annual monitoring report;
- Institute an arrangement with MoF that will allow selected issues to be incorporated into the budget guidelines annually for the action of MDAs;
- Issue annual advisory notes to all MDAs ahead of the budget preparation, highlighting the areas of concerns for consideration during the preparation of the budget based on the findings of the annual progress report.

#### ***10.3.6 M&E Outcomes and Annual Programme Summit with Development Partners***

Partnership between Ghana and her development partners has evolved over time. Within the framework of the Paris Declaration, several instruments have evolved in-country to strengthen donor coordination and policy dialogue, including: Consultative Group (CG) meetings, Multi-Donor Budgetary Support (MDBS) Mechanism, Annual Partnership meetings, sector dialogues, and country review missions. With the adoption of several global and continental development frameworks such as MDGs, SDGs and Africa Union (AU) Agenda 2063 and other rights-based commitments, the need for a more engaging dialogue platform has become even more paramount. To further deepen donor relations and strengthen the platform for policy dialogue on strategic reforms, CHRAJ will institute an Annual Partnership Review Meeting (APRM). This will entail bringing together Heads of Departments, all regional heads of CHRAJ, relevant representative of MDAs, Parliament, CSOs, Academia, Accountability Groups, Development Partners, and International Human Rights Institutions, to review progress on implementing agreed reforms and make proposals for improvements. The key M&E reports including the annual progress report and the special studies will serve as key instruments for dialogue and review.

### ***10.3.7 CSOs/NGOs and the Dissemination of M&E Results***

Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs) have served as important collaborators in the formulation of major government policies and programmes. They have joined CHRAJ in advocating for policy reforms and held power accountable. Their engagements in post policy formulation especially in the dissemination of the M&E results have been limited. However, they have wide network for public engagement especially at the community and demonstrated enormous ability to reach and communicate in the language of those vulnerable and excluded in the society. Yet these capacities have not been adequately utilized by public institutions to pursue their policies and programmes. It is in the light of this that CHRAJ will institute arrangement that will promote effective collaboration with CSOs/NGOs such as Ghana Anti-Corruption Coalition (GACC) and Ghana Integrity International (GII) towards the preparation and dissemination of M&E results, especially at the local level. This will promote ownership of the entire policy process and create a bigger platform for information sharing.

### ***10.3.8 Exploring opportunity with other existing MDAs***

Similar to CSOs and NGOs, a number of state and quasi-public institutions, such as National Commission for Civic Education (NCCE), Information Services Department (ISD) and Africa Peer Review Mechanism (APRM), have developed enormous capacity and wide network, especially at the local level, for engagement and dissemination of public information. However, these capacities have not been fully taken advantage of. Within this framework of CHRAJ's M&E plan, arrangements will be instituted to promote joint dissemination of M&E result.

# APPENDICES

## Appendix 1.1a: Summary Performance Indicators and their Definitions

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
IMPACT LEVEL INDICATORS						
1. Improved Democratic Governance and Accountability	1. Ibrahim Index of African Governance (IIAG)	Composite index of 237 variables that measure governance concepts from 40 sources, combined to form 79 indicators, which are organised under four key governance dimensions of IIAG, namely, security & rule of law, participation, rights & inclusion, foundations for economic opportunity, and human development; and 16 sub-categories that make up the overall governance score.	Assesses 54 African countries on a whole spectrum of governance dimensions, from security to justice, to rights and economic opportunity, to health and environment	Mo Ibrahim Index of African Governance (IIAG) <a href="https://mo.ibrahim.foundation/iiag">https://mo.ibrahim.foundation/iiag</a>	Annual	National
	2. Good Governance Index (GGI)	Composite index covering six dimensions of governance namely, Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law, Control of Corruption, based on over 30 individual data sources produced by a variety of survey institutes, think tanks, non-governmental organizations, international organizations, and private sector firms.	Assesses the extent to which various policy interventions being pursued by State Government is impacting on the overall governance outcomes in the country.	Worldwide Governance Indicators (World Bank) <a href="https://info.worldbank.org/governance/wgi/">https://info.worldbank.org/governance/wgi/</a>	Annual	National
	3. Transparency International's Corruption Perceptions Index for selected countries	Composite index of corruption-related data which focuses on corruption in the public sector including the abuse of public office for private gain (i.e. bribes taken by public officials in public procurement)	Assesses the public view of decline or increase in corruption in the economy	Corruption Perceptions Index (Transparency International) <a href="https://www.transparency.org/en/cpi/2020/index/nz">https://www.transparency.org/en/cpi/2020/index/nz</a>	Annual	National
	4. Voice and Accountability index	Composite index of 84 variables, from 50 sources that captures perceptions of citizens about participate in selecting their government, as well as freedom of expression, freedom of association, and a free media.	Voice and accountability captures perceptions of the extent to which a country's citizens are able to participate in selecting their government, as well	Worldwide Governance Indicators (World Bank)	Annual	National

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
			as freedom of expression, freedom of association, and a free media.	<a href="https://info.worldbank.org/governance/wgi/">https://info.worldbank.org/governance/wgi/</a>		
<b>OUTCOMES LEVEL INDICATORS</b>						
<b>1. Improved Human Rights situation in Ghana</b>	1. Number of Human Right Cases received, investigated and closed	The count of total number of cases filed by complainants nationally, those investigated and final determination made to close the investigation	Measures the extent to which the Human Right of citizens are protected. It is quantitative assessment of proportion of persons who get redress over human right infractions.	Human Rights & Investigations Departments	Quarterly & Annual	District, Regional, National, Sex, Age
	2. The average number of days to close Human Right cases	The sum of the number of days spent on closed cases divided by the total number of cases closed	Measure of improvements in the system to close human right cases. It helps in building confidence in CHRAJ to resolve Human Right cases.	Human Rights & Investigations Departments	Quarterly & Annual	Type/Nature (i.e. non-jurisdictional, ordinary and fairly simple, complex)
	3. Proportion of human right indicators that recorded improvement	CHRAJ's SOHR monitor progress in the following core areas of Human Rights: Right to Basic Education; Right to Health; Children's Rights; Women's Rights; Rights of the Aged; Dehumanizing Religious Practices; Extremely Deprived Communities (Slums). The total number of indicators in these areas that recorded improvement in the assessment year, divided by the total indicators, expressed in percentage	Determination of the extent to which Ghana is making progress in these core areas of human right on annual basis	Human Rights & Investigations Departments	Annual	National
	4. Number of human right abuses acted upon by Government	Count of human right abuses recommendations made to Government which are acted upon.	Measure of Government's responsiveness to human right cases and the commitment to protecting Human Right	PPME Unit & Research Department	Annual	National
	5. Percentage of vulnerable and disadvantaged persons' understanding of human rights issues	Total number of vulnerable and disadvantaged persons' who understand human right issues and are claiming it divided by total number of vulnerable and disadvantaged persons' surveyed.	Measures the extent to which vulnerable and disadvantaged persons have been prioritized in the protection of Human Right	PPME Unit & Research Department	Annual	National

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
	and their ability to claim it					
	6. Percentage of citizenry who exercised their right to vote in national elections and referenda	The number of voters on the electoral register who vote in national elections and referenda, expressed as a percentage of total voter population	A proxy for measuring the extent to which the culture of rights and responsibilities are being strengthened and promoted	Human Rights & Investigations Departments, Electoral Commission	Annual	National, District Type
	7. Number of days for resolving dispute	The average number of days taken for a court to pass judgement on a dispute	Measure of speedy delivery of justice and the efficiency in justice administration. It gives indication of how citizenry are getting access to justice readily.	Human Rights & Investigations Departments, Judicial Service	Annual	National
	8. Reported cases of child trafficking and child abuse	The total number of cases of child trafficking and child abuse recorded by state institutions	Assesses efforts aimed at ensuring child protection and participation	Human Rights & Investigations Departments, DOVVSU, MOGCSF	Annual	National
	9. Reported cases of domestic violence	The number of women and children who has reported at least one form of domestic violence (i.e. physical, economic, psychological, social or sexual) during the year	Measures of effort at reducing domestic violence and protecting the vulnerable	Human Rights & Investigations Departments, DOVVSU, MOGCSF	Annual	National
	10. Number of institutions with disability-friendly structures	Total number of public institutions with disability-friendly structures	Measure of progress towards meeting requirements of the Disability Law. It is an indication of the extent to which PWDs are effectively being integrated into the society	Human Rights & Investigations Departments, DOVVSU, Ministry of Works and Housing	Annual	National
	11. Mo Ibrahim Index on Participation, Rights & Inclusion	It is a composite index of covering four broad areas and 19 sub-areas. The main areas are: Participation, rights, Inclusion & Equality, and Gender, while the sub-areas covers: Freedom of Association & Assembly; Political Pluralism; Civil Society Space;	Measure of Ghana's position among the global community on participation, rights and inclusion in political and economic governance, and democracy	Mo Ibrahim's Governance Report	Annual	National

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
		Democratic Elections; Personal Liberties; Freedom of Expression & Belief; Media Freedom; Digital Rights Protection against Discrimination; Equal Political Power; Equal Political Representation; Equal Civil Liberties; Equal Socioeconomic Opportunity; Equal Access to Public Services; Political Power & Representation of Women; Equal Civil Liberties for Women; Socioeconomic Opportunity for Women; Equal Access to Public Services for Women; and Laws on Violence against Women				
2. Improved Administrative Justice in Ghana	1. Number of reported cases of administrative injustice received, investigated and closed	The count of total number of cases filed by complainants nationally, those investigated and final determination made to close the investigation	Measures the extent to which the administrative justice cases are promoted. It is quantity assessment of proportion of persons who get redress over administrative injustice.	Administrative Justice & Investigations Departments	Quarterly & Annual	District, Regional, National, Sex, Age
	2. The average number of days to close reported cases of administrative injustice	The sum of the number of days spent to close all reported cases of administrative injustice divided by the total number of cases closed	Measure of improvements in the system to close reported cases of administrative injustice. It helps in building confidence in CHRAJ to resolve cases of administrative injustice.	Administrative Justice & Investigations Departments	Quarterly & Annual	District, Regional, National
	3. Percentage change in prevalence of administrative injustice in public service delivery	It is the change in the number of citizens surveyed who has experienced one form of administrative injustice in public service delivery or other during the referenced period, expressed as a percentage of the previous year	Measures the extent to which the interventions for promoting administrative justice in public service delivery is making impact. It is qualitative assessment based on citizens' personal experiences	PPME Unit, Administrative Justice, Research & Investigations Departments, GSS, CDD, Academia	Annual	District, Regional, National
	1. Number of reported cases of corruption lodged with CHRAJ,	The count of total number of corruption related cases received by CHRAJ, those	Measures the extent to which the anti-corruptions interventions are yielding	PPME, Anti-corruption &	Quarterly & Annual	District, Regional, National

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
3. Reduction in corruption in Ghana	investigated and closed	investigated and final determination made to close the investigation	results. It is quantitative assessment of proportion of cases that are thoroughly investigated and final determination made.	Investigations Departments		
	2. Percentage change in perception of corruptions of citizens in State Institutions, Public Sector and the Private sector	It is the change in the number of citizens surveyed who perceived State Institutions, Public Sector and the Private sector to be corrupt during the referenced period, expressed as a percentage of the previous year	Measures the extent to which the fight against corruptions is making impact. It is qualitative assessment based on citizens' perceptions	CDD's Afro barometer survey	Annual	National, by State Institution, by Public Sector, and by Private Sector
	3. Total value of reported cases of infractions of the Public Procurement law	The total value in Ghana Cedis of the reported cases of infractions of the Public Procurement law reported by Ghana Audit Services in a financial year	Measures the extent to which anti-corruption institutional structures are being effective for reducing opportunity for corruption and economic crimes	PPME, Anti-corruption & Investigations Departments, PPA, Ghana Audit Service	Annual	National
	4. Number of corruption and economic crime cases recorded by EOCO	Total count of economic crime and corruption-related cases recorded by EOCO	Measures the extent to which the anti-corruptions interventions are yielding results.	PPME, Anti-corruption & Investigations Departments, and EOCO	Annual	National
	5. Number of infractions cited by the Auditor-General and Public Accounts Committee and recommended sanctions	Counts of reported cases of audit infractions (including tax Irregularities, cash irregularities, outstanding debts/loans, payroll irregularities, stores/procurement irregularities, rent payment, irregularities and contract irregularities reported by the Auditor-General and confirmed by Public Accounts Committee (PAC) and the associated recommended sanctions	Measure of accountability and transparency in the use of public resources	PPME, Anti-corruption & Investigations Departments , and PAC of Parliament	Annual	National
	6. Total value of proven corruption, economic crime and procurement infraction cases by state agencies such as	Ghana Cedis sum value of reported financial malpractice cases of the relevant State Institutions including as CHRAJ, EOCO, Audit Service, and Parliament that have led to either successful prosecution or sanctions, expressed as a percentage of the country's GDP	Assessment of the economic cost of corruption to the country	PPME, Anti-corruption & Investigations Departments , EOCO, PPA, Audit Service, Judicial Service, PAC of	Annual	National

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
	CHRAJ, EOCO, Audit Service, Parliament			Parliament and the academia		
	7. Percentage change in budgetary Resources to state anti-corruption agencies	The change in annual budgetary resources (i.e. allocated and actual) to the state anti-corruptions agencies including CHRAJ, EOCO, Office of Special Prosecution and during each budget cycle, expressed in percentage	Expression of Central Government commitment to strengthen these institutions to fight corruption	PPME, Anti-corruption & Investigations Departments, EOCO, PPA, Audit Service, and MOF	Annual	National
<b>4. Improved working conditions</b>	1. Average nominal compensation per employee	The sum of gross wages and salaries and employers' social security contributions of all employees per annum in national currency divided by total number of days worked by all employees. As a proxy P.E budget (i.e. Actual) divided by total number of days worked by all employees will be adopted	Measure of the extent to which staff financial incentives is improving	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National
	2. Per capita employee goods and services budget	The sum of goods and services budget (approved and actual) at the time of assessment, divided total number of employees	This is a proxy for improvement in availability of resources for regular operation of the Commission	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National, Approved, Actual
	3. Physical space per employee	Total number of office spaces at the national, regional and district level divided by total number of employees at the time of assessment	Measure of appropriate physical work environment to support the performance of employees	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National, Regional, Districts
	4. Average age of operational vehicle	The sum of the ages of each vehicle of the Commission (i.e. pool cars and those assigned to officers) divided by the total number of cars at the time of the assessment	This is a proxy for reduction in operational constraints and enhancement of working environment	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National, Regional, Districts
	5. Per capita computers and accessories	Total number of computers and accessories at the national, regional and district level divided by total number of employees at the time of assessment	This is a proxy for supportive tools for routine work and enhancing the environment for work	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National, Regional, Districts
	6. Net recruitment rate into the CHRAJ	Rate of recruitment into the Commission, minus the rate of loss of personnel through resignations, retirement, death, etc.	Measure of the extent to which the Commission has the right staff strength to carry out its mandate	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National, Regional, Districts
<b>5. Improved corporate</b>	1. Citizens satisfaction rate	The proportion of citizens who reported being satisfied with the work of the Commission in a survey period	Measure of affirmation of the work of the Commission	PPME Unit, Corporate Affairs Directorate	Annual	National, Regional and District

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
governance and reporting obligations in CHRAJ				Investigation, and Research department		
	2. Client service satisfaction rate	The proportion of complainants and respondents who reported being satisfied with the services of the Commission	Measure of affirmation of the services of the Commission	PPME Unit, Corporate Affairs Directorate Investigation, and Research department	Annual	National, Regional and District
	3. Time taken to prepare key domestic reports to meet the reporting obligation	Number of months taken to prepare and submit to appropriate authorities key domestic reports, including performance report to Parliament, Annual Progress Report on the implementation of medium-term plan, and budget performance report to Ministry of Finance	Indication of the efficiency of CHRAJ's M&E arrangement/ system to meet the statutory reporting requirements	PPME Unit, Corporate Affairs Directorate Investigation, and Research department	Annual	National, Regional and District, Type
	4. Time taken to prepare key reports by CHRAJ to meet the reporting obligation of both the continental and global bodies	Number of months taken to prepare key reports and submit to appropriate global bodies	Indication of the efficiency of CHRAJ's M&E arrangement/ system to meet international reporting requirements	PPME Unit, Corporate Affairs Directorate Investigation, and Research department	, Annual	National, Regional and District, Type
OUTPUT LEVEL INDICATORS						
Improved Human Rights situation in Ghana						
1. Protection of fundamental Human Rights	1. Number of international Human rights conventions ratified	Count of the number of international human rights conventions ratified by state annually	Measure of national commitments to ensuring the protection of human rights. It demonstrate efforts at domesticating international agreements on human rights	PPME, Human Rights & Investigations Departments	Annual	District, Regional, National
	2. Number of systemic investigations (cultural, discriminatory and other systemic violations) conducted	Count of number of investigations carried out in the areas of cultural, discriminatory and other systemic violations conducted annually	Help track how human right violations are being prevented	PPME, Human Rights & Investigations Departments	Annual	District, Regional, National, Type
2. Public Education on fundamental Human Rights and	1. Type and quantity of human rights education materials produced	Description of nature of educational material and count of total quantity of each type of materials including manuals, briefs, leaflets, etc	Measures preparedness to provide education on human rights	PPME, Human Rights & Investigations Departments	Annual	District, Regional, National

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
<b>Freedoms conducted</b>	2. Number of public education activities on fundamental human rights and freedoms conducted	Count of educational human right educational activities undertaken annually	Measure of institutional efforts at educating the populace on human rights issues	PPME, Human Rights & Investigations Departments	Quarterly, Annual	District, Regional, National
<b>3. Monitoring Human Rights and SDG Implementation</b>	1. Number of reports on the State of Human Right (SOHR) prepared	Count of SOHR reports prepared by CHRAJ in a pre-determined intervals	Shows the capacity to CHRAJ to provide comprehensive assessment of the nature and trends of human rights violation in Ghana on a regular basis	PPME, Human Rights, Research, Investigations Departments	Annual	District, Regional, National
	2. Number of reports on the implementation of the SDGs in Ghana prepared	Count of reports prepared by CHRAJ on the implementation of the SDGs in Ghana in a pre-determined intervals, focusing on adopted Human Rights SDGs indicators as well as the Right-Based approach indicators adopted by CHRAJ	Shows the capacity to CHRAJ to provide comprehensive assessment of the progress Ghana is making towards the implementation of the Right Based SDGs on a regular basis	PPME, Human Rights, Research, Investigations Departments	Annual	District, Regional, National
	3. Number of reports on the “Right to Vote” prepared	Count of reports prepared by CHRAJ on the “Right to Vote” by citizens in a pre-determined intervals	Indication of the capacity of CHRAJ to provide comprehensive assessment of Citizens’ right to vote on a consistent basis	PPME, Human Rights, Research, Investigations Departments	Quadrennial	District, Regional, National
<b>Improved Administrative Justice in Ghana</b>						
<b>1. Enforcing Administrative Justice in public service delivery</b>	1. Implementation completion ratio of Administrative Justice programmes and projects	The count of Administrative Justice programmes/projects in the annual action plan of the SP that really get implemented during the budget year, expressed as a percentage of total number of planned programmes/projects	Measure of the extent to which CHRAJ is on-track to achieving its planned programme implementation	PPME Unit, Administrative Justice & Investigations Departments	Annual	District, Regional, National
	2. Number of tools/ reforms implemented to address systemic administrative injustices	Count of interventions implemented solely or jointly with other relevant public institutions including PSC, Labour Commission and OHCS, to permanently address recurrent administrative injustice concerns.	Measure of improvements in institutional architecture for addressing administrative injustice concerns	PPME Unit, Administrative Justice & Investigations Departments	Annual	National

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
2. Service Charters for Secondary Cities (MMDAs) developed through CHRAJ assistance	1. The number of Service Charters developed for MMDAs	Total count of Service Charters developed for MMDAs for a given year	Measure of improved capacity of secondary cities (MMDAs) to provide quality public service delivery	PPME Unit, Administrative Justice & Investigations Departments	Quarterly, Annual	District, Regional, National
3. Capacity building of Clients Service Units in all MDAs redress and grievance Resolution Conducted	1. Number of functional client service units in place at the MDAs level	Total count of functional client service units at the MDAs level supported by CHRAJ to operate effectively in a given year	Measure of improved capacity at the MDA level to provide quality public service delivery	PPME Unit, Administrative Justice & Investigations Departments	Quarterly, Annual	National
	2. Number of staff of MDAs client service units trained in grievance resolution and handling	Total count of staff of MDAs client service units trained in grievance resolution and handling in a given year	Measure of improved capacity at the MDA level to effectively handle and resolve grievances	PPME Unit, Administrative Justice & Investigations Departments	Quarterly, Annual	National
4. Public Education on Principles of Administrative Justice conducted	1. Number of public education activities undertaken for the general public	Total count of public education campaigns undertaken for the general public by types in a given year	Measure of improved capacity of the general public to appreciate administrative justice issues and demand accountability from duty bearers	PPME Unit, Administrative Justice, Public Education & Investigations Departments	Quarterly, Annual	District, Regional, National
	2. Type and quantity of administrative justice education materials produced	Description of nature of educational material and count of total quantity of each type of materials including manuals, briefs, leaflets, etc	Measures enhanced capacity to provide education on administrative justice	PPME Unit, Administrative Justice, Public Education & Investigations Departments	Annual	National
5. Capacity building for Management Personnel of selected MDAs in Principles of Administrative Justice	1. Number of management personnel of MDAs trained in principles of administrative justice	Total count of Management staff of MDAs trained in in principles of administrative justice in a given year	Measure of improved capacity at the MDA level to effectively promote the principles of administrative justice at their level	PPME Unit, Administrative Justice, Public Education & Investigations Departments	Quarterly, Annual	National
6. Research report on statistics and	2. Number of research into trends of	Total count of research into trends of administrative injustice conducted in a given year, occasioned by acts, decisions and	Provide insights into the nature and trend of Administrative Justice	PPME Unit, Administrative Justice, Public	Annual	National

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
data on service delivery	administrative injustice conducted	omissions of administrative bodies and officials based on complaints received	complaints and enhance the capacity of CHRAJ to effectively promote Administrative Justice	Education & Investigations Departments		
<b>Corruption in Ghana reduced</b>						
1. Anti-corruption laws and Codes of Conduct enforced	1. Number of contraventions/ breaches of the Code of Conduct for public officers investigated	Total count of contraventions/ breaches of the Code of Conduct for public officers investigated in a specified period	Measures the extent to which the Code of Conduct for public officers is being complied with.	PPME Units, Anti-corruption & Investigations Departments	Quarterly & Annual	District, Regional, National
2. Corruption Risk Assessments conducted	1. Number of risk assessment reports of public institutions prepared	Total count of risk assessment reports of public institutions prepared in a specified period	Measures the vulnerability of selected public institutions to corruption and inappropriate code of conduct.	PPME Units, Anti-corruption, Research & Investigations Departments	Annual	National
3. CHRAJ's Role under NACAP activities implemented	1. The number of CHRAJ staff sensitized on NACAP and SDGs	Total count of CHRAJ staff sensitized on NACAP and SDGs in a specified period	Measures the enhanced capacity of CHRAJ staff to promote anti-corruption and adherence to proper code of conduct in public office	PPME Units, Anti-corruption, Public Education & Investigations Departments	Quarterly & Annual	District, Regional, National
	2. Number of public education and awareness creation exercises on corruption and the NACAP organised for MDAs and MMDAs	Total count of public education and awareness creation exercises on corruption and the NACAP organised for MDAs and MMDAs in a given year	Measure of improved capacity at the MDA and MMDA level to implement anti-corruption and NACAP interventions	PPME Units, Anti-corruption, Public Education & Investigations Departments	Quarterly & Annual	District, Regional, National
	3. Number of public education and awareness creation programmes organised on corruption for the general public	Total count of public education and awareness creation programmes organized on corruption for the general public in a given year	Measure of improved capacity at the general public to promote anti-corruption	PPME Units, Anti-corruption, Public Education & Investigations Departments	Quarterly & Annual	District, Regional, National
	4. Number of ethics officers trained at Regional level	Total count of Ethics officers designated and trained at regional level in a given year	Measure of improved capacity at the Regional level to assist in the enforcement of the Code	PPME Units, Anti-corruption, Public Education & Investigations Departments	Quarterly & Annual	Regional, National

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
			of Conduct for Public Officers			
	5. Number of IPs which has established Ethics Development Centre	Total count of IPs which has established a safe reporting mechanisms at their workplaces, as well as confidential and safe reporting mechanisms for whistleblowing at district and regional levels. in a given year	Measure of improved supportive environment to enable employees and general public to report corruption and misconduct	PPME Units, Anti-corruption, & Investigations Departments	Quarterly & Annual	National
	6. Number of beneficiaries serviced by the Ethics Development Centre	Total count of persons/beneficiaries accessing the services of the Ethics Development Centre in a given year	Measure of enhanced supportive environment for the fight against corruption and misconduct	PPME Units, Anti-corruption, & Investigations Departments	Quarterly & Annual	National
	7. Percentage implementation of the Public Service integrity programme	Ratio of implemented activities against total number of planned activities under the Public Service integrity programme in a given year, expressed as a percentage	Measure of improved supportive environment to promote anti-corruption efforts	PPME Units, Anti-corruption, & Investigations Departments	Quarterly & Annual	National
	8. Number of monitoring report on compliance of the Code of Conduct for public office holders prepared	Count of reports prepared by CHRAJ on compliance to the Code of Conduct for public office holders, in a specified period	Indication of the capacity of CHRAJ to provide comprehensive assessment of the extent of compliance to the Code of Conduct for public office holders on a consistent basis	PPME Units, Anti-corruption, Research & Investigations Departments	Quarterly & Annual	National, Regional and Districts
	9. Number of reports on the State of Corruption (SOC) prepared	Count of State of Corruption (SOC) reports prepared by CHRAJ in a specified period	Shows the capacity to CHRAJ to provide comprehensive assessment of the nature and trends of corrupt practices and economic crimes in Ghana on a routine basis	PPME Units, Anti-corruption, Research & Investigations Departments	Annual	National, Regional and Districts
<b>4. Coordination of Implementation of NACAP</b>	1. Number of NACAP Annual work plans and progress reports prepared	Count of Annual Work Plans and Progress Reports prepared by CHRAJ within the implementation framework of NACAP, in a specified period	Measure of the preparedness of CHRAJ to effectively implement and monitor the implementation of NACAP	PPME Units, Anti-corruption, Research & Investigations Departments	Annual	National
	2. Number of field monitoring activities on selected NACAP	Count of field monitoring visits undertaken by CHRAJ to selected partner institutions to	Enhances the capacity to CHRAJ to provide first-hand information on the	PPME Units, Anti-corruption, Research &	Annual	National, Regional, Districts

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
	implementing partners conducted	assess the extent of implementation of NACAP in a specified period	extent of implementation of NACAP by partner institutions	Investigations Departments		
	3. Number of special stakeholder engagement and commemorative events on Anti-corruption organised	Count of special stakeholder engagement or commemorative programmes on Anti-corruption, such as Annual Anti-Corruption and Transparency (ACT) and International Anti-Corruption Day organized in a specified period	Measure of the extent to which CHRAJ has create the necessary platform to constantly engaged with key partners and stakeholders	PPME Units, Anti-corruption, Research & Investigations Departments	Annual	National, Regional, Districts
	4. Number of regular meetings of NACAP Implementation Structures organised	The count of the number of regular meetings of NACAP Implementation Structures, including the High Level Implementation and Monitoring and Evaluation Committees, organised in a specified period	Measure of the level of, and regularity of attention given to the implementation and monitoring of NACAP, as well as the existence of platform for feedback on programme implementation	PPME Units, Anti-corruption, Research & Investigations Departments	Annual	National, Regional, Districts
<b>5. Research report on statistics and data on enforcement of anti-corruption legislation and Codes of Conduct</b>	1. Number of research into trends of corruption offences and breaches of the Code of Conduct carried out	Total count of research into trends of corruption offences and breaches of the Code of Conduct carried out in a given year, based on cases investigated	Provide insights into the corruption offences and breaches of the Code of Conduct and enhance the capacity of CHRAJ to effectively promote anti-corruption	PPME Units, Anti-corruption, Research & Investigations Departments	Annual	National, Regional, Districts
<b>Working conditions in CHRAJ improved</b>						
<b>1. Conditions of Service of Staff improved</b>	1. Level of implementation the new scheme of service and conditions of service	The proportion of the key provisions in the new scheme of service and conditions of service actually implemented in a specified period	Assesses the extent to which measures introduced to improve the condition of services of staff have been implemented according to plan	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National
<b>2. Staff capacity developed</b>	1. Number of staff benefitting from refresher courses and continue training programmes	The count of staff who benefitted from in-house short-term refresher courses and life-long training programmes provided by external institutions in a specified period	Assesses the improvement in professional competencies to provide world class services	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
	2. Number of head of departments and senior officers benefitting from CHRAJ's specialised training programmes	The count of head of departments and senior officers benefitting from CHRAJ's specialized training programmes in a specified period	Assesses the improvement in professional competencies at senior level to guide implementation of programmes and provide world class services	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National
<b>3. Infrastructure improved</b>	1. Proportion of CAPEX budget	Ratio of annual CAPEX budget (i.e. allocation and actual) to total budget, expressed as a percentage	Indication of CHRAJ's capacity to invest in relevant assets and logistics for effective delivery of its mandate	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National
	2. Growth in assets base of CHRAJ	Percentage change number of assets (i.e. ICT infrastructure & equipment, lands, buildings, and vehicles) acquired by CHRAJ compared with the previous year	Indication of improvements in relevant infrastructure and assets base of CHRAJ for effective delivery of its mandate	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National
	3. Proportion of CAPEX and goods and services resources allocated to the Regional and District offices	Share of CAPEX and goods and services budget resources (actual) allocated to projects at the Regional and District offices expressed as a percentage of national	Proxy for assessing the improvements in the infrastructure base at the Regional and District offices	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National, Regional and Districts
	4. Availability of ICT infrastructure backbone at the national, regional and district offices	Percentage of work completed on the replacement of the network infrastructure backbone at the national and regional offices, and constructions new backbone at the district offices	Proxy for assessing the improved operational capacity at the national, regional and district offices	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National, Regional and Districts
	5. Proportion of CHRAJ's business processes automated	The ratio of CHRAJ's operational activities from receipt of complain, to investigations, programme planning and monitoring and reporting, which is automated to all activities, expressed as percentage	Measure of operational efficiency of CHRAJ	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National, Regional and Districts
<b>4. General Administration (internal management) of CHRAJ improved</b>	1. Percentage change in skill and personnel requirement of CHRAJ	The changes in the difference between existing skill set and personnel and optimal requirement at all levels, expressed in percentage	Measure of improvement in relevant personnel capacity for effective delivery of its mandates	PPME Units, HR & Administration, Finance & Budget Departments	Annual	National, Regional and Districts

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
<b>Corporate governance and reporting</b>						
<b>1. Corporate affairs and visibility improved</b>	1. Number of media engagements organised by CHRAJ for media personnel to enhance their knowledge of CHRAJ's mandate and activities	The count of media engagements organised by CHRAJ for media personnel to enhance their knowledge of CHRAJ's mandate and activities on an annual basis	Measure of the existence of appropriate support environment to promote the visibility of CHRAJ	PPME Units, Corporate Affairs Directorate, HR & Administration & Public Education Departments	Annual	National, Regional and Districts
	2. Rate of reportage on CHRAJ's mandate and activities	The average number of media reportage (electronics and newspaper) on CHRAJ's mandate and activities per week	Measure of growing visibility of CHRAJ	PPME Units, Corporate Affairs Directorate, HR & Administration & Public Education Departments	Annual	National, Regional and Districts
	3. Level of traffic to CHRAJ's website and other social media handles	The number of people who visit CHRAJ's website and other social media handles per day for relevant information and provide feedback on its works,	Measure of growing visibility of CHRAJ	PPME Units, Corporate Affairs Directorate, HR & Administration & Public Education Departments	Annual	National
<b>2. Monitoring and evaluation increased</b>	1. Proportion of the M&E Plan for the 2020-2025 SP implemented	Ratio of the number of programmes and activities outlined in the M&E Plan implemented to total number of activities, expressed in percentage	Proxy for improved capacity to monitor and evaluate the implementation of the 2020-2025 SP	PPME Unit and All departments	Annual	National
	2. Number of M&E reports prepared	Count of the M&E reports prepared in a given year	Proxy for improved capacity to provide a comprehensive information of the extent of implementation of the SP	PPME Unit and All departments	Quarterly, Annual	National, Type
	3. Share of budgetary resources spent on M&E	The share of goods and services budget (i.e. allocations and actual) used on M&E activities compare to overall goods and services budget, expressed as percentage	Proxy for the commitment to undertake M&E	PPME Unit and All departments	Quarterly, Annual	National
<b>3. Formulation of National Policy &amp; Legislation</b>	1. Number of legislations, policies and other instruments formulated or reviewed	The count of legislations, policies and other instruments formulated or reviewed during the year under review	Assesses the extent to which relevant legislation, policies and other instruments are up-to-date and effectively support the work of CHRAJ	PPME Unit and Legal department	Annual	National

AREA OF FOCUS	Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
4. Research and Training Centre (RTC) established	1. Number of research and trainings programmes carried out by the Research and Training Centre (RTC)	Description and count of activities (i.e. research or training) undertaken by Research and Training Centre RTC) during the reference period	Proxy for improved research and training capacity of CHRAJ	PPME Unit and Research department	Annual	National
5. Reporting obligations honored periodically	1. Number of domestic reports prepared	The count of domestic reports prepared and submit to appropriate authorities, including performance report to Parliament, Annual Progress Report on the implementation of medium-term plan, and budget performance report to Ministry of Finance	Indication of improved capacity for CHRAJ's to meet their statutory reporting requirements	PPME Unit, Investigation, and Research department	Quarterly, Annual	National, Regional and District, Type
	2. Number of reports prepared by CHRAJ's to meet the reporting obligation of both the continental and global bodies	The count of reports prepared and submitted to appropriate global bodies as a reporting obligation	Indication of improved capacity for CHRAJ's to meet their global and continental reporting requirements	PPME Unit, Investigation, and Research department	Quarterly, Annual	National, Regional and District
	3. Number of global, regional and sub-regional events CHRAJ participated in	The total annual number of international and regional Human Rights, Anti-corruption and Ombudsman meetings and Conferences (including (GANHRI, NANHRI, NNHRI-WA, Commonwealth Human Rights Forum*, AOMA, IOI, AACA, Commonwealth, NASIWA, International Association of Anticorruption Authorities) CHRAJ participated in	Measure of the extent to which CHRAJ is honouring its international obligations, as well as making the voice of Ghana heard on the global discussions on human right, administrative justice and anti-corruption	PPME Unit, Investigation, Human Right, Corporate Affairs, and Research department	Quarterly, Annual	National

### Appendix 1.1b: Summary Performance Indicators with Baseline and Targets

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
OVERARCHING INDICATORS									
1. Improved Democratic Governance and Accountability									
	1. Good Governance Index (GGI)	IMPACT	Composite index covering six dimensions of governance namely, Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law, Control of Corruption, based on over 30 individual data sources produced by a variety of survey institutes, think tanks, non-governmental organizations, international organizations, and private sector firms.	53.68%	54.94% <sup>3</sup>	56.18%	57.42%	58.66%	59.90% (Placing Ghana within the first two countries in Africa and at its historical record in 2012)
	2. Ibrahim Index of African Governance (IIAG)	IMPACT	Composite index of 237 variables that measure governance concepts from 40 sources, combined to form 79 indicators, which are organised under four key governance dimensions of IIAG, namely, security & rule of law, participation, rights & inclusion, foundations for economic opportunity, and human development; and 16	64.3% (Rank 8 <sup>th</sup> ) (2019)	65.50% <sup>4</sup>	66.70%	67.90%	69.10%	70.30% (within first 4 Countries in Africa)

<sup>3</sup>See Appendix 1.3 for historical data. Ghana's averages are higher than most Lower and Upper Middle Income (LMI & UMI) Countries averages and Sub-Saharan African average. The best performance of Ghana of 59.78% was recorded in 2012. Increasing at average rate of 1.24% will place Ghana within the first two highest ranking in Africa and placing it on its best historical record in 2012

<sup>4</sup>Increasing at an average rate of improvement for Africa in 2019 will place Ghana within the first four best countries in Africa

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
			sub-categories that make up the overall governance score.						
	3. Transparency International's Corruption Perceptions Index for selected countries	IMPACT	Composite index of corruption-related data which focuses on corruption in the public sector including the abuse of public office for private gain (i.e. bribes taken by public officials in public procurement)	43/100 (ranked 75/180)	At least 45 out of a 100	At least 47 out of a 100	At least 49 out of a 100	At least 52 out of a 100	At least 55 out of a 100 <sup>5</sup>
	4. Voice and Accountability index	IMPACT	Composite index of 84 variables, from 50 sources that captures perceptions of citizens about participate in selecting their government, as well as freedom of expression, freedom of association, and a free media	65.52% (2019)	67.10% <sup>6</sup>	68.68%	70.25%	71.81%	73.37% <sup>7</sup>
STRATEGIC OBJECTIVES INDICATORS									
1. Improved Human Rights situation in Ghana									
	1. Number of Human Right Cases received, investigated and closed	OUTCOME	Measures the extent to which the Human Right of citizens are protected. It is quantitative assessment of proportion of persons who get redress over human right infractions.	Received=8,379 Investigated=2,595 Closed=8,445 (2019)	≥8,415  ≥9,900 ≥8,000	≥8,415  ≥9,900 ≥8,000	≥8,415  ≥9,900 ≥8,000	≥8,415  ≥9,900 ≥8,000	≥8,415  ≥9,900 ≥8,000
	2. The average number of days	OUTCOME	The sum of the number of days spent on closed cases	Lack of mandate = NA Ordinary = NA Fairly simple = NA	= ≤ 7days	= ≤ 7days = 30-90days	= ≤ 7days = 30-90days	= ≤ 7days = 30-90days	= ≤ 7days = 30-90days

<sup>5</sup> Thereby putting Ghana within the range of first three corruption-free countries in Africa

<sup>6</sup> Doubling the historical rate

<sup>7</sup> Placing Ghana within the first two best ranked countries in Africa. Currently Cape Verde is the best ranked country in Africa with a score of 76.33 (2020) and Ghana being ranked as 4<sup>th</sup> behind Mauritius (70.53%) and South Africa (70.05%). The best score of 67.49% was recorded by Ghana in 2016 <sup>7</sup>

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	to close Human Right cases		divided by the total number of cases closed	Complex = NA High Profile = NA	= 30-90days = 40-120days = 3-24months = 3-24months	= 40-120days = 3-24months = 3-24months	= 40-120days = 3-24months = 3-24months	= 40-120days = 3-24months = 3-24months	= 40-120days = 3-24months = 3-24months
	3. Proportion of human right indicators that recorded improvement	OUTCOME	CHRAJ's SOHR monitor progress in the following core areas of Human Rights: Right to Basic Education; Right to Health; Children's Rights; Women's Rights; Rights of the Aged; Dehumanizing Religious Practices; Extremely Deprived Communities (Slums). The total number of indicators in these areas that recorded improvement in the assessment year, divided by the total indicators, expressed in percentage	NA	At least 50%	At least 60%	At least 70%	At least 70%	At least 70%
	4. Number of human right abuses acted upon by Government	OUTCOME	Count of human right abuses recommendations made to Government by CHRAJ which are acted upon.	NA	At least 90%	At least 90%	At least 90%	At least 90%	At least 90%
	5. Percentage of vulnerable and disadvantaged persons' understanding of human rights issues and their ability to claim it	OUTCOME	Total number of vulnerable and disadvantaged persons' who understand human right issues and are claiming it divided by total number of vulnerable and disadvantaged persons' surveyed.	NA	-	At least 60%	-	At least 60%	At least 60%
	6. Percentage of citizenry who exercised their right to vote in national elections and referenda	OUTCOME	The number of voters on the electoral register who vote in national elections and referenda, expressed as a percentage of total voter population	General Elect=78.89% District Elect= NA Referenda.= NA	- - -	- NA -	- - -	≥78.9% NA NA	- - -
	7. Number of days for resolving dispute	OUTCOME	The average number of days taken for a court to pass judgement on a dispute (i.e.	180days	≤180days	≤180days	≤180days	≤180days	≤180days

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
			total length of time in man-days of all cases at the law court in the country that get final judgement, divided by the total number of such cases)						
	8. Reported cases of child trafficking and child abuse	OUTCOME	The total number of cases of child trafficking and child abuse recorded by state institutions	Child trafficking = 200 (2019) Child abuse= NA	=NA =NA	≤200 =NA	≤200 =NA	≤200 =NA	≤200 =NA
	9. Reported cases of domestic violence	OUTCOME	The number of women and children who has reported at least one form of domestic violence (i.e. physical, economic, psychological, social or sexual) during the year	Women= 4,879 (DOVVSU) Children= NA  (Data from 2016 DV Report shows 1 in 3 women in Ghana has experienced at least one form of domestic violence)	≤4,120 NA	≤3,360 NA	≤2,600 NA	≤1,840 NA	≤1,840 NA
	10. Number of institutions with disability-friendly structures	OUTCOME	Total number of public institutions with disability-friendly structures	NA	NA	NA	NA	NA	NA
	11. Mo Ibrahim Index on Participation, Rights & Inclusion	OUTCOME	It is a composite index of covering four broad areas and 19 sub-areas. The main areas are: Participation, rights, Inclusion & Equality, and Gender, while the sub-areas covers: Freedom of Association & Assembly; Political Pluralism; Civil Society Space; Democratic Elections; Personal Liberties; Freedom of Expression & Belief; Media Freedom; Digital Rights	69.7% (Rank 5 <sup>th</sup> ) (2019)	At least 70.9%	At least 72.1%	At least 73.3%	At least 74.5%	At least 75.7% (Rank 3 <sup>rd</sup> )

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
			Protection against Discrimination; Equal Political Power; Equal Political Representation; Equal Civil Liberties; Equal Socioeconomic Opportunity; Equal Access to Public Services; Political Power & Representation of Women; Equal Civil Liberties for Women; Socioeconomic Opportunity for Women; Equal Access to Public Services for Women; and Laws on Violence against Women						
	12. Number of international Human rights conventions ratified	OUTPUT	Count of the number of international human rights conventions ratified by state annually	Ratified =NA Not ratified =NA	NA NA	NA NA	NA NA	NA NA	NA NA
	13. Number of system investigations (cultural, discriminatory and other systemic violations) conducted	OUTPUT	Count of number of investigations carried out in the areas of cultural, discriminatory and other systemic violations conducted annually	0	1	1	1	1	1
	14. Type and quantity of human rights education materials produced	OUTPUT	Description of nature of educational material and count of total quantity of each type of materials including manuals, briefs, leaflets, etc	5 draft human rights leaflets on the right to life, health, education, housing and shelter, and freedom of expression.	Total IEC =4000 Manual= Briefs= Leaflets= Fact Sheets =	Total IEC =4000 Manual= Briefs= Leaflets= Fact Sheets =	Total IEC =4000 Manual= Briefs= Leaflets= Fact Sheets =	Total IEC =4000 Manual= Briefs= Leaflets= Fact Sheets =	Total IEC =4000 Manual= Briefs= Leaflets= Fact Sheets =
	15. Number of public education activities on fundamental human rights	OUTPUT	Count of educational human right educational activities undertaken annually	3,972 (2019)	At least 3,000	At least 3,000	At least 3,000	At least 3,000	At least 3,000

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	and freedoms conducted								
	16. Number of reports on the State of Human Right (SOHR) prepared	OUTPUT	Count of SOHR reports prepared by CHRAJ in a pre-determined intervals	0	0	1	0	1	0
	17. Number of reports on the implementation of the SDGs in Ghana prepared	OUTPUT	Count of reports prepared by CHRAJ on the implementation of the SDGs in Ghana in a pre-determined intervals, focusing on adopted Human Rights SDGs indicators as well as the Right-Based approach indicators adopted by CHRAJ	0	1	0	1	0	1
	18. Number of reports on the "Right to Vote" prepared	OUTPUT	Count of reports prepared by CHRAJ on the "Right to Vote" by citizens in a pre-determined intervals	0 (In 2019 the Research Dept. developed proposal & checklist for monitoring the 2020 election process and the right to vote)	0	1	0	1	0
2. Improved Administrative Justice in Ghana									
	1. Number of reported cases of administrative injustice received, investigated and closed	OUTCOME	The count of total number of cases filed by complainants nationally, those investigated and final determination made to close the investigation	Received= 414 Investigated=187 Closed=370 (2019)	≥495 ≥600 ≥600	≥495 ≥600 ≥600	≥495 ≥600 ≥600	≥495 ≥600 ≥600	≥495 ≥600 ≥600
	2. The average number of days to close reported cases of administrative injustice	OUTCOME	The sum of the number of days spent to close all reported cases of administrative injustice divided by the total number of cases closed	Lack of mandate = NA Ordinary = NA Fairly simple = NA Complex = NA High Profile = NA	= ≤ 7days = 30-90days = 40-120days = 3-24months = 3-24months	= ≤ 7days = 30-90days = 40-120days = 3-24months = 3-24months	= ≤ 7days = 30-90days = 40-120days = 3-24months = 3-24months	= ≤ 7days = 30-90days = 40-120days = 3-24months = 3-24months	= ≤ 7days = 30-90days = 40-120days = 3-24months = 3-24months
	3. Percentage change in prevalence of	OUTCOME	It is the change in the number of citizens surveyed who has experienced one form of	NA	Research department commences	NA	Research department commences	NA	NA

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	administrative injustice in public service delivery		administrative injustice in public service delivery or other during the referenced period, expressed as a percentage of the previous year		preparatory process for the survey		preparatory process for the survey		
	4. Implementation completion ratio of Administrative Justice programmes and projects	OUTPUT	The count of Administrative Justice programmes/projects in the annual action plan of the SP that really get implemented during the budget year, expressed as a percentage of total number of planned programmes/projects	NA	≥80%	≥80%	≥80%	≥80%	≥80%
	5. Number of tools/ reforms implemented to address systemic administrative injustices	OUTPUT	Count of interventions implemented solely or jointly with other relevant public institutions including PSC, Labour Commission and OHCS, to permanently address recurrent administrative injustice concerns.	0	NA	NA	NA	NA	NA
	6. The number of Service Charters developed for MMDAs	OUTPUT	Total count of Service Charters developed for MMDAs for a given year	0	52	52	52	52	52
	7. Number of functional client service units in place at the MDAs level	OUTPUT	Total count of functional client service units at the MDAs level supported by CHRAJ to operate effectively in a given year	0	≥9	≥9	≥9	≥9	≥9
	8. Number of staff of MDAs client service units trained in grievance resolution and handling	OUTPUT	Total count of staff of MDAs client service units trained in grievance resolution and handling in a given year	0	≥40	≥40	≥40	≥40	≥40
	9. Number of public education activities	OUTPUT	Total count of public education campaigns	<b>Total =1,020 (2019)</b> <i>Commemorative events =</i>	=1,000	=1,000	=1,000	=1,000	=1,000

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	undertaken for the general public		undertaken for the general public by types in a given year	<i>Lectures =</i> <i>Radio =</i> <i>School =</i> <i>Community =</i>	= NA = NA = NA = NA =NA	= NA = NA = NA = NA =NA	= NA = NA = NA = NA =NA	= NA = NA = NA = NA = NA	= NA = NA = NA = NA = NA
	10. Type and quantity of administrative justice education materials produced	OUTPUT	Description of nature of educational material and count of total quantity of each type of materials including manuals, briefs, leaflets, etc	Total =NA <i>Manuals =</i> <i>Briefs =</i> <i>Leaflets =</i> <i>Fact sheet =</i>	=1,000 = NA = NA = NA = NA	=1,000 = NA = NA = NA = NA	=1,000 = NA = NA = NA = NA	=1,000 = NA = NA = NA = NA	=1,000 = NA = NA = NA = NA
	11. Number of management personnel of MDAs trained in principles of administrative justice	OUTPUT	Total count of Management staff of MDAs trained in in principles of administrative justice in a given year	0	≥40	≥40	≥40	≥40	≥40
	12. Number of research into trends of administrative injustice conducted	OUTPUT	Total count of research into trends of administrative injustice conducted in a given year, occasioned by acts, decisions and omissions of administrative bodies and officials based on complaints received	0 (The last such research was undertaken in 2081)	0	1	0	1	0
<b>3. Corruption in Ghana reduced</b>									
	1. Number of reported cases of corruption lodged with CHRAJ, investigated and closed	OUTCOME	The count of total number of corruption related cases received by CHRAJ, those investigated and final determination made to close the investigation	Cases Received = 158 Cases Investigated = 20 Closed = 24	Cases Received = 170 Cases investigated = 50 Closed = 30	Cases received = 190 Cases Investigated = 60 Closed = 40	Cases Received = 200 Cases Investigated = 80 Closed = 60	Cases Received = 200 Cases Investigated = 80 Closed = 60	Cases Received = 250 Cases Investigated = 100 Closed = 80
	2. Percentage change in perception of corruptions of	OUTCOME	It is the change in the number of citizens surveyed who perceived State Institutions, Public Sector and the Private	53% (2019)	At least less than 52%	At least less than 51%	At least less than 50%	At least less than 49%	At least less than 48%

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	citizens in State Institutions, Public Sector and the Private sector		sector to be corrupt during the referenced period, expressed as a percentage of the previous year						
	3. Total value of reported cases of infractions of the Public Procurement	OUTCOME	The total value of reported cases of infractions of the Public Procurement law reported by PPA and Ghana Audit Services respectively in a financial year	Value=Ghc 20.6mil (2020 Audit report)	NA	NA	NA	NA	NA
	4. Number of corruption and economic crime cases recorded by EOCO	OUTCOME	Total count of economic crime and corruption-related cases investigated by EOCO	Case Investigated by EOCO =132 Cases prosecuted =11 Convictions =2 Value recovered = GHC 2.53 mil	= NA	= NA	= NA	= NA	= NA
	5. Number of infractions cited by the Auditor-General and Public Accounts Committee and recommended sanctions	OUTCOME	Counts of reported cases of audit infractions (including tax irregularities, cash irregularities, outstanding debts/loans, payroll irregularities, stores/procurement irregularities, rent payment, irregularities and contract irregularities reported by the Auditor-General and confirmed by Public Accounts Committee (PAC) and the associated recommended sanctions	No. cited = 2020 Audit report recorded irregularities in 7 broad areas, covering 18 state institutions  The irregularities represent losses that had been incurred by the State through the impropriety or lack of probity in the actions and decisions of public officers  Percentage change in number of Infractions: MDAs =32% MMDAs = 34%	= NA   - Reduced by at least 35% - Reduced by at least 35%	= NA   - Reduced by at least 35% - Reduced by at least 35%	= NA   - Reduced by at least 35% - Reduced by at least 35%	= NA   - Reduced by at least 35% - Reduced by at least 35%	= NA   - Reduced by at least 35% - Reduced by at least 35%

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	6. Total value of proven corruption, economic crime and procurement infraction cases by state agencies such as CHRAJ, EOCO, Audit Service, Parliament	OUTCOME	Ghana Cedis sum value of reported financial malpractice cases of the relevant State Institutions including as CHRAJ, EOCO, Audit Service, and Parliament that have led to either successful prosecution or sanctions, expressed as a percentage of the country's GDP	CHRAJ = NA EOCO = GHC 2,526 mil ( <b>7.2% of GDP</b> ) Audit Service = GHC 3,008 mil ( <b>8.6% of GDP</b> )	NA  At least ≤5.0%  At least ≤5.0%	NA  At least ≤5.0%  At least ≤5.0%	NA  At least ≤5.0%  At least ≤5.0%	NA  At least ≤5.0%  At least ≤5.0%	NA  At least ≤5.0%  At least ≤5.0%
	7. Percentage change in budgetary Resources to state anti-corruption agencies	OUTCOME	The change in annual budgetary resources (i.e. allocated and actual) to the state an-corruptions agencies including CHRAJ, EOCO, Office of Special Prosecution and during each budget cycle, expressed in percentage	<u>CHRAJ</u> Allocated =47% Actual = 37.8%  <u>EOCO</u> Allocated = Actual = ...%  <u>OSP</u> Allocated =10.0% Actual = NA	<u>CHRAJ</u> =≥47% = 40%  <u>EOCO</u> = NA = NA  <u>OSP</u> = 10.0% = NA	<u>CHRAJ</u> =≥47% =43%  <u>EOCO</u> = NA = NA  <u>OSP</u> = 9.2% = NA	<u>CHRAJ</u> =≥47% = 45%  <u>EOCO</u> = NA = NA  <u>OSP</u> =3.2% = NA	<u>CHRAJ</u> =≥47% = 47%  <u>EOCO</u> = NA = NA  <u>OSP</u> = 2.1% = NA	<u>CHRAJ</u> =≥47% = 50%  <u>EOCO</u> = NA = NA  <u>OSP</u> = NA = NA
	8. Number of contraventions/ breaches of the Code of Conduct for public officers investigated	OUTPUT	Total count of contraventions/ breaches of the Code of Conduct for public officers investigated in a specified period	NA	20	20	20	20	20
	9. Number of risk assessment reports of public institutions prepared	OUTPUT	Total count of risk assessment reports of public institutions prepared in a specified period	0 (The process of identifying the 15 institutions to be prioritised for assessment is on-going)	3	3	3	3	3
	10. The number of CHRAJ staff sensitized on NACAP and SDGs	OUTPUT	Total count of CHRAJ staff sensitized on NACAP and SDGs in a specified period	0	50	100	150	200	250

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	11. Number of public education and awareness creation exercises on corruption and the NACAP organised for MDAs and MMDAs	OUTPUT	Total count of public education and awareness creation exercises on corruption and the NACAP organised for MDAs and MMDAs in a given year	21	100	100	100	100	100
	12. Number of public education and awareness creation programmes organised on corruption for the general public	OUTPUT	Total count of public education and awareness creation programmes organized on corruption for the general public in a given year	794	1,000	1,000	1,000	1,000	1,000
	13. Number of ethics officers trained at Regional level	OUTPUT	Total count of Ethics officers designated and trained at regional level in a given year	17	20	20	20	20	20
	14. Number of IPs which has established safe and confidential corruption reporting system and whistleblowing disclosure mechanisms	OUTPUT	Total count of IPs which has established A safe reporting mechanisms at their workplaces, as well as confidential and safe reporting mechanisms for whistleblowing at district and regional levels. in a given year	8 MDAs and 25 MMDAs established a safe reporting mechanisms at their workplaces. AG, EOCO, OoP, GPS, GACC, CHRAJ, and GII already have in place a confidential system to report cases of corruption.	NA	NA	NA	NA	NA
	15. Number of beneficiaries serviced by the	OUTPUT	Total count of persons/beneficiaries accessing the services of the	NA	NA	NA	NA	NA	NA

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	Ethics Development Centre		Ethics Development Centre in a given year						
	16. Percentage implementation of the Public Service integrity programme	OUTPUT	Ratio of implemented activities against total number of planned activities under the Public Service integrity programme in a given year, expressed as a percentage	NA	≥80%	≥80%	≥80%	≥80%	≥80%
	17. Number of monitoring report on compliance of the Code of Conduct for public office holders prepared	OUTPUT	Count of reports prepared by CHRAJ on compliance to the Code of Conduct for public office holders, in a specified period	0	0	1	1	1	1
	18. Number of reports on the State of Corruption (SOC) prepared	OUTPUT	Count of State of Corruption (SOC) reports prepared by CHRAJ in a specified period	1 (2019 NACAP Report)	1	1	1	1	1
	19. Number of NACAP Annual work plans and progress reports prepared	OUTPUT	Count of Annual Work Plans and Progress Reports prepared by CHRAJ within the implementation framework of NACAP, in a specified period	2 (2020 AWP) (The 2019 NACAP AWP prepared and uploaded unto the NACoRD)	2	2	2	2	2
	20. Number of field monitoring activities on selected NACAP implementing partners conducted	OUTPUT	Count of field monitoring visits undertaken by CHRAJ to selected partner institutions to assess the extent of implementation of NACAP in a specified period	0	10	10	10	10	10
	21. Number of special stakeholder engagement and commemorative	OUTPUT	Count of special stakeholder engagement or commemorative programmes on Anti-corruption, such as Annual Anti-Corruption and Transparency (ACT) and	0 (2020 Anti-Corruption and Transparency (ACT) Week not organized)	ACT = 1 Anti-corruption day = 1 Others = NA	ACT = 1 Anti-corruption day = 1 Others = NA	ACT = 1 Anti-corruption day = 1 Others = NA	ACT = 1 Anti-corruption day = 1 Others = NA	ACT = 1 Anti-corruption day = 1 Others = NA

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	events on Anti-corruption organised		International Anti-Corruption Day organized in a specified period	due to COVID 19 Pandemic)					
	22. Number of regular meetings of NACAP Implementation Structures organised	OUTPUT	The count of the number of regular meetings of NACAP Implementation Structures, including the High Level Implementation and Monitoring and Evaluation Committees, organised in a specified period	HiLIC meeting = 1 MONICOM meeting = 1  (A Joint HiLIC and the MONICOM meeting of the NACAP was held to consider and approve it)	≥4  ≥4	≥4  ≥4	≥4  ≥4	≥4  ≥4	≥4  ≥4
	23. Number of research into trends of corruption offences and breaches of the Code of Conduct carried out	OUTPUT	Total count of research into trends of corruption offences and breaches of the Code of Conduct carried out in a given year, based on cases investigated	0	0	1	1	1	1
4. Working conditions in CHRAJ improved									
	1. Average nominal compensation per employee	OUTCOME	The sum of gross wages and salaries and employers' social security contributions of all employees per annum in national currency divided by total number of days worked by all employees. As a proxy P.E budget (i.e. Actual) divided by total number of days worked by all employees will be adopted	Approved: NA Actual: GHc33,554.36	NA  At least GHc36,909.80	NA  At least GHc40,600.78	NA  At least GHc44,660.85	NA  At least GHc49,126.94	NA  At least GHc54,039.63
	2. Per capita employee goods and services budget	OUTCOME	The sum of goods and services budget (approved and actual) at the time of assessment, budget	Approved: NA Actual:GHc6,544.56	NA  At least ≥40%	NA  At least ≥43%	NA  At least ≥45%	NA  At least ≥47%	NA  At least ≥50%

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
			divided total number of employees						
	3. Physical space per employee <sup>8</sup>	OUTCOME	Total number of office spaces at the national, regional and district level divided by total number of employees at the time of assessment	National = 1.4 Head Office = 2.4 Regional Average = 1.3 Average space per person = 38.1 sqm	≤ 1.4 ≤ 2.4 ≤ 1.3 ≥ 38.1 sqm	≤ 1.4 ≤ 2.4 ≤ 1.3 ≥ 38.1 sqm	≤ 1.4 ≤ 2.4 ≤ 1.3 ≥ 38.1 sqm	≤ 1.4 ≤ 2.4 ≤ 1.3 ≥ 38.1 sqm	≤ 1.4 ≤ 2.4 ≤ 1.3 ≥ 38.1 sqm
	4. Average age of operational vehicle	OUTCOME	The sum of the ages of each vehicle of the Commission (i.e. pool cars and those assigned to officers) divided by the total number of cars at the time of the assessment	9.3years	≤ 8years	≤ 7years	≤ 6years	≤ 6years	≤ 6years
	5. Per capita computers and accessories	OUTCOME	Total number of computers and accessories at the national, regional and district level divided by total number of employees at the time of assessment	0.18 (i.e. 5 person per computer)	At least 0.25	At least 0.33	At least 0.5	At least 0.5	At least 0.5
	6. Net recruitment rate into the CHRAJ	OUTCOME	Rate of recruitment into the Commission, minus the rate of loss of personnel through resignations, retirement, death, etc.	Net recruitment rate = 2.4% Rate of recruitment = 7.2% Attrition rate = 4.8%	≥ 2.4% ≥ 6.9% ≤ 4.5%	≥ 2.4% ≥ 6.6% ≤ 4.2%	≥ 2.4% ≥ 6.4% ≤ 4.0%	≥ 2.4% ≥ 6.1% ≤ 3.7%	≥ 2.4% ≥ 5.9% ≤ 3.5%
	7. Percentage implementation of the new scheme of service and conditions of service	OUTPUT	The proportion of the key provisions in the new scheme of service and conditions of service actually implemented in a specified period	0	80%	90%	100%	100%	100%
	8. Number of staff benefitting from refresher courses and continue	OUTPUT	The count of staff who benefitted from in-house short-term refresher courses and life-long training	Training needs assessment has been completed by the	Total = 200 Head of Dept.= NA	Total = 200 Head of Dept.= NA	Total = 200 Head of Dept.= NA	Total = 200 Head of Dept.= NA	Total = 200 Head of Dept.= NA

<sup>8</sup> Refer to Appendix 1.1e for detail computation and underlying assumptions

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	training programmes		programmes provided by external institutions in a specified period	HR/ Administration Department	Other officers= NA	Other officers= NA	Other officers= NA	Other officers= NA	Other officers= NA
	9. Number of head of departments and senior officers benefitting from CHRAJ's specialised training programmes	OUTPUT	The count of head of departments and senior officers benefitting from CHRAJ's specialised training programmes in a specified period	<b>Total = None</b> Head of Dept.= None Senior officers= None	<b>Total = NA</b> Head of Dept.= NA Senior officers= NA	<b>Total = NA</b> Head of Dept.= NA Senior officers= NA	<b>Total = NA</b> Head of Dept.= NA Senior officers= NA	<b>Total = NA</b> Head of Dept.= NA Senior officers= NA	<b>Total = NA</b> Head of Dept.= NA Senior officers= NA
	10. Proportion of CAPEX budget	OUTPUT	Ratio of annual CAPEX budget (i.e. allocation and actual) to total budget, expressed as a percentage	Approved = NA Actual =4.5%	NA At least 10%	NA At least 10%	NA At least 10%	NA At least 10%	NA At least 10%
	11. Growth in assets base of CHRAJ	OUTPUT	Percentage change in number of assets (i.e. ICT infrastructure & equipment, lands, buildings, and vehicles) acquired by CHRAJ compared with the previous year	NA <b>Total            827</b> <i>Vehicle            85</i> <i>Plant and equipment    133</i> <i>Land &amp; Building            2</i> <i>Computer software       1</i> <i>ICT                    12</i> <i>Equipment            362</i> <i>Furniture and fittings    164</i> <i>Computer &amp; Accessories    1</i> <i>Plant &amp; machinery        67</i>	NA	NA	NA	NA	NA
	12. Proportion of CAPEX and goods and services resources allocated to the Regional and District offices	OUTPUT	Share of CAPEX and goods and services budget resources (actual) allocated to projects at the Regional and District offices expressed as a percentage of national	NA	NA	NA	NA	NA	NA

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	13. Availability of ICT infrastructure backbone at the national, regional and district offices	OUTPUT	Percentage of work completed on the replacement of the network infrastructure backbone at the national and regional offices, and constructions new backbone at the district offices	National= 85% Regional= 0.0% Districts= 0.0%	= NA = 10% = NA	= NA = 50% = NA	= NA = 85% = NA	= NA = 100% = NA	= NA = 100% = NA
	14. Proportion of CHRAJ's business processes automated	OUTPUT	The ratio of CHRAJ's operational activities from receipt of complain, to investigations, programme planning and monitoring and reporting, which is automated to all activities, expressed as percentage	0.0%	Automation process commences	NA	NA	NA	NA
	15. Percentage change in skill and personnel requirement of CHRAJ	OUTPUT	The changes in the difference between existing skill set and personnel and optimal requirement at all levels, expressed in percentage	Head Office = 0.0% Regional = 7.7%	= 0.0% = 5.8%	= 0.0% = 4.1%	= 0.0% = 2.6%	= 0.0% = 1.3%	= 0.0% = 0.0%
5. Improved corporate governance and reporting obligations in CHRAJ									
	1. Citizens satisfaction rate	OUTCOME	The proportion of citizens who reported being satisfied with the work of the Commission in a survey period, using a customer satisfaction score scale of 1-10, with 1 being least satisfied and 10 being most satisfied. The half way points not a mean score of 5 out of 10 but 8 out of 10. Improving the mean score beyond 8 takes as much energy as it does to get to 8 and incremental points of improvements are hard to achieve	7,533 users/visitors accessed CHRAJ website	NA	At least 8.0	At least 8.0	At least 8.0	At least 8.0

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	2. Client service satisfaction rate	OUTCOME	The proportion of complainants and respondents who reported being satisfied with the services of the Commission, using customer feedback questionnaire. Average score of 80-100% implies market leader and excellent supplier; 70-80% implies adequate but need attention; and below 70% implies serious cause for concern	NA	NA	At least 80%	At least 80%	At least 80%	At least 80%
	3. Time taken to prepare key domestic reports to meet the reporting obligation	OUTCOME	Number of months taken to prepare and submit to appropriate authorities key domestic reports, including performance report to Parliament, Annual Progress Report on the implementation of medium-term plan, and budget performance report to Ministry of Finance	CHRAJ Performance Report = NA Annual Progress Report (APR) = NA NACAP Report = NA SOHR Report = NA State of Corruption Report = NA	NA NA NA NA NA	NA At Most 4months NA NA NA	NA At Most 4months NA NA NA	NA At Most 4months NA NA NA	NA At Most 4months NA NA NA
	4. Time taken to prepare key reports by CHRAJ to meet the reporting obligation of both the continental and global bodies	OUTCOME	Number of months taken to prepare key reports and submit to appropriate global bodies	SDGs = NA Annual Progress Report (APR) = NA NACAP Report = NA SOHR Report = NA State of Corruption Report = NA	NA NA NA NA NA	NA At Most 4months NA NA NA	NA At Most 4months NA NA NA	NA At Most 4months NA NA NA	NA At Most 4months NA NA NA
	5. Number of media engagements	OUTPUT	The count of media engagements organised by	NA	4 (At least one media	4 (At least one media	4 (At least one media	4 (At least one media	4 (At least one media

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	organised by CHRAJ for media personnel to enhance their knowledge of CHRAJ's mandate and activities		CHRAJ for media personnel to enhance their knowledge of CHRAJ's mandate and activities on an annual basis		engagement every quarter)	engagement every quarter)	engagement every quarter)	engagement every quarter)	engagement every quarter)
	6. Rate of reportage on CHRAJ's mandate and activities	OUTPUT	The average number of media reportage (electronics and newspaper) on CHRAJ's mandate and activities per week	NA	NA	NA	NA	NA	NA
	7. Level of traffic to CHRAJ's website and other social media handles	OUTPUT	The number of people who visit CHRAJ's website and other social media handles per day for relevant information and provide feedback on its works,	7,533 users/visitors accessed CHRAJ website Social media activities: (1) twitter followers are 236,823 (3) Facebook followers are 1,415. Ghana followers 78.13%; USA 7.18%, UK 2.13% Asia (India) 0.57% ,Africa	NA  NA	NA  NA	NA  NA	NA  NA	NA  NA
	8. Proportion of the M&E Plan for the 2020-2025 SP implemented	OUTPUT	Ratio of the number of programmes and activities outlined in the M&E Plan implemented to total number of activities, expressed in percentage	0.0%	M&E Plan prepared and approved by the Commission	Implementation of the M&E Plan commences	50%	At least 80%	100%
	9. Number of M&E reports prepared	OUTPUT	Count of the M&E reports prepared in a given year	2 (Only annual and quarterly reports and some special impact studies undertaken)	At least 2	At least 3 (including annual and quarterly reports, special studies and participatory M&E)	At least 3	At least 3	At least 3

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASLINE DATA (2020)	2021	2022	2023	2024	2025
	10. Share of budgetary resources spent on M&E	OUTPUT	The share of goods and services budget (i.e. allocations and actual) used on M&E activities compare to overall goods and services budget, expressed as percentage	Resources to M&E activities constitute only 0.51% of the Commission's budget	1.0%	2.0% (Closure to the NDPC benchmark value of 2-5%)	≥2.0%	≥2.0%	≥2.0%
	11. Number of legislations, policies and other instruments formulated or reviewed	OUTPUT	The count of legislations, policies and other instruments formulated or reviewed during the year under review	4 (Including 5-year SP; CHRAJ's Act 456 & Constitutional Instruments; Condition of Service; & Sexual Harassment policy')	NA	NA	NA	NA	NA
	12. Number of research and trainings programmes carried out by the Research and Training Centre (RTC)	OUTPUT	Description and count of activities (i.e. research or training) undertaken by Research and Training Centre (RTC) during the reference period	None	Concept paper developed	Needs assessment on Research and the Training Centre (RTC) conducted	5-year strategic plan for Research and the Training Centre (RTC) developed.	Research & Training Centre established and operational	NA
	13. Number of domestic reports prepared	OUTPUT	The count of domestic reports prepared and submit to appropriate authorities, including performance report to Parliament, Annual Progress Report on the implementation of medium-term plan, and budget performance report to Ministry of Finance	5 (including Annual progress report (APR), performance report to Parliament, budget performance report, NACAP report, and SOHR)	At least 6 (including the APR, 2020 performance report to Parliament, budget performance report, NACAP report, and SOHR)	At least 6 (including the APR, 2020 performance report to Parliament, budget performance report, NACAP report, Special studies report and SOHR)	At least 6 (including the APR, 2020 performance report to Parliament, budget performance report, NACAP report, SOHR, PM&E report)	At least 6 (including the APR, 2020 performance report to Parliament, budget performance report, NACAP report, Special studies report and SOHR)	At least 6 (including the APR, 2020 performance report to Parliament, budget performance report, NACAP report, SOHR; & Evaluation report)
	14. Number of reports prepared by CHRAJ's to meet the	OUTPUT	The count of reports prepared and submitted to appropriate global bodies as a reporting obligation	2 (Statement of Compliance (SOC) with the Paris	At least 3 (including report on SDGs	At least 3 (including report on SDGs	At least 3 (including report on SDGs	At least 3 (including report on SDGs	At least 3 (including report on SDGs

AREA OF FOCUS	INDICATOR	TYPE OF INDICATOR	DEFINITION OF INDICATOR	BASELINE DATA (2020)	2021	2022	2023	2024	2025
	reporting obligation of both the continental and global bodies			Principles to Global Alliance of Human Rights Institutions (GANHRI) for re-accreditation as an 'A' status National Human Rights Institution; and Information note to NANHRI on the May, 2019 regional consultation of National Human Rights Institutions in West Africa's (NNHRI-WA) conference and AGM)	an African Agenda 2063)	an African Agenda 2063)	an African Agenda 2063)	an African Agenda 2063)	an African Agenda 2063)
	15. Number of global, regional and sub-regional events CHRAJ participated in	OUTPUT	The total annual number of international and regional Human Rights, Anti-corruption and Ombudsman meetings and Conferences (including (GANHRI, NANHRI, NNHRI-WA, Commonwealth Human Rights Forum*, AOMA, IOI, AACA, Commonwealth, NASIWA, International Association of Anticorruption Authorities) CHRAJ participated in	5 (including 2 UNCAC Related Bodies meeting; 2 international Ombudsman meeting; and 1 High Level Political Forum (HLPF) meeting on the SDGs in New York)	At least 7 (including 3 AACA, Commonwealth, NASIWA, International Association of Anticorruption Authorities) meeting; 3 AOMA, IOI; & 1 HLPF meeting	At least 7 (including 3 AACA, Commonwealth, NASIWA, International Association of Anticorruption Authorities) meeting; 3 AOMA, IOI; & 1 HLPF meeting	At least 7 (including 3 AACA, Commonwealth, NASIWA, International Association of Anticorruption Authorities) meeting; 3 AOMA, IOI; & 1 HLPF meeting	At least 7 (including 3 AACA, Commonwealth, NASIWA, International Association of Anticorruption Authorities) meeting; 3 AOMA, IOI; & 1 HLPF meeting	At least 7 (including 3 AACA, Commonwealth, NASIWA, International Association of Anticorruption Authorities) meeting; 3 AOMA, IOI; & 1 HLPF meeting

### Appendix 1.1c: Prioritized SDG Indicators and their Corresponding Agenda 2063 Targets

As part of the reporting arrangement for the strategic plan, CHRAJ is also committed to monitor the SDG indicators. A total number of 16 indicators and 13 targets have been prioritised for reporting based on data availability and their relevance to the Ghanaian context. The selected indicators were also based on the SDG metadata and data mapping exercise conducted by CHRAJ with support of the Danish Institute of Human Rights (DIHR). To assess progress made towards achieving the agenda 2063, the prioritised indicators and targets have been aligned to the agenda 2063 targets and further linked to the strategic objectives and their respective outputs.

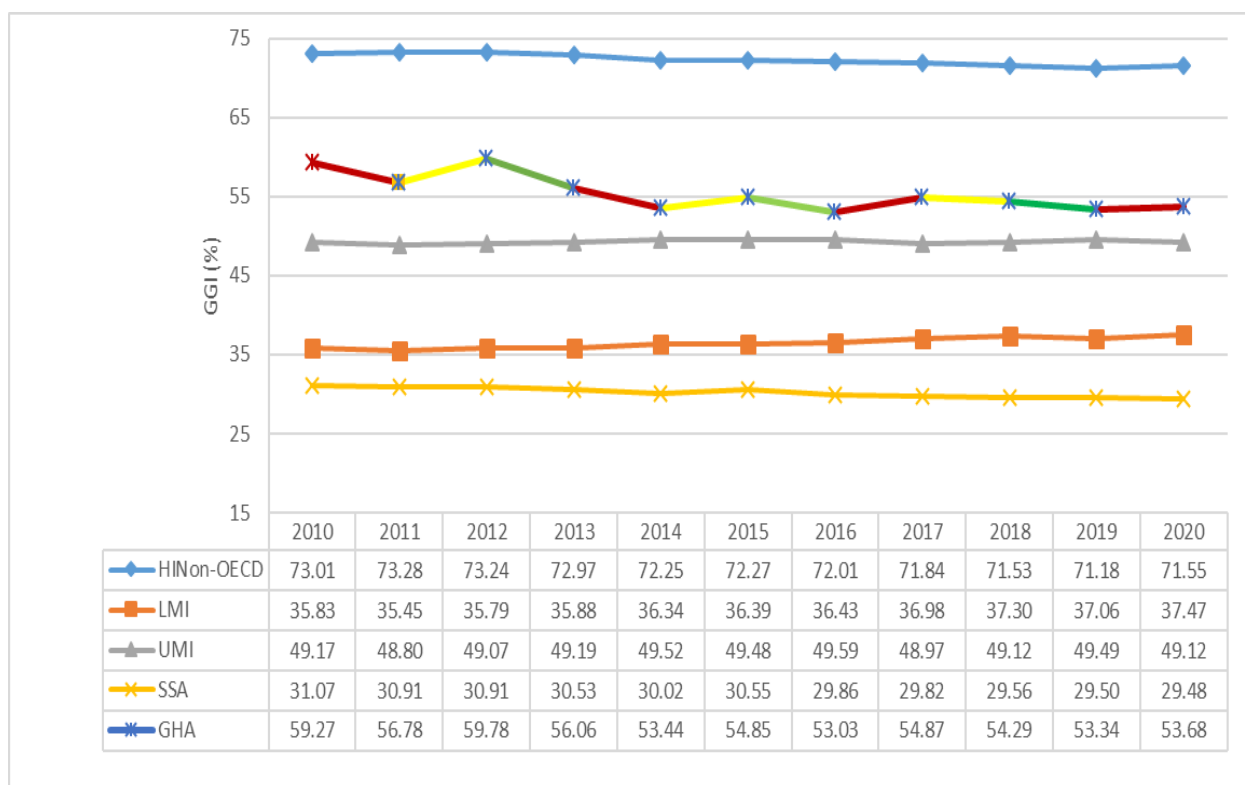
SDG Indicator Number	SDG Indicator	Definition	Rational	Linkage to the Strategic Objective Area and Output
SDG Target 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation				
Corresponding A63 Target: A63 Target: Reduce 2013 levels of violence against women and girls by at least 20 percent				
5.2.2	Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence	The indicator measures the percentage of ever-partnered women and girls aged 15 years and older who have experienced physical, sexual or psychological violence by a current or former intimate partner, in the previous 12 month	Intimate partner violence is the most common form of violence that women face globally. Given prevailing social norms that sanction male dominance over women, male violence towards their female intimate partners is often perceived as an ordinary/normal element of relationships in the context of marriage or other unions. Violence against women is an extreme manifestation of gender inequality	SO1_ouput1;2
SDG Target 5.3: Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation				
Corresponding A63 Target: Reduce by 50 percent all harmful social norms and customary practices against women and girls and those that promote violence and discrimination against women and girls				
5.3.1	Proportion of women aged 20–24 years who were married or in a union before age 15 and before age 18	Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18	Marriage before the age of 18 is a fundamental violation of human rights. Child marriage often compromises a girl's development by resulting in early pregnancy and social isolation, interrupting her schooling, limiting her opportunities for career and vocational advancement and placing her at increased risk of intimate partner violence	SO1_ouput 1;2;3
5.3.2	Proportion of girls and women aged 15–49 years who have undergone female genital mutilation/cutting, by age	Proportion of girls and women aged 15-49 years who have undergone female genital mutilation.	FGM is a violation of girls’ and women’s human rights. There is a large body of literature documenting the adverse health consequences of FGM over both the short and long term. The practice of FGM is a direct manifestation of gender inequality	
Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms				
Corresponding A63 Target: End all forms of violence, child labour exploitation and child marriage and human trafficking; Recruitment of child soldiers ended				
8.7.1	Proportion and number of children aged 5–17 years engaged in child labour, by sex and age	The number of children engaged in child labour corresponds to the number of children reported to be in child labour during the reference period (usually the week prior to the survey). The proportion of children in child labour is calculated as the number of children in	According to the latest ILO global estimates, about 152 million children worldwide – 64 million girls and 88 million boys - are child labourers, accounting for almost 10 percent of the child population. These stark figures underscore the need for accelerated progress against child labour in the	SO1_output 1;2;3

SDG Indicator Number	SDG Indicator	Definition	Rational	Linkage to the Strategic Objective Area and Output
		child labour divided by the total number of children in the population. For the purposes of this indicator, children include all persons aged 5 to 17	lead up to the 2025 target date for ending child labour in all its forms, and the accompanying need for child labour statistics to monitor and guide efforts in this regard	
<b>Target 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</b>				
<b>Corresponding A63 Target: NA</b>				
10.3.1	Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law	This indicator is defined as the proportion of the population (adults) who self-report that they personally experienced discrimination or harassment during the last 12 months based on ground(s) prohibited by international human rights law.	The indicator aims to measure a prevalence of discrimination based on the personal experience reported by individuals. It is considered an outcome indicator helping to measure the effectiveness of non-discriminatory laws, policy and practices for the concerned population groups	SO1-output 1;2;3
<b>Target 11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums</b>				
<b>Corresponding A63 Target: Reduce slums by at least 10 percent; Reduce the 2013 national housing deficit by at least 10 percent</b>				
11.1.1	Proportion of urban population living in slums, informal settlements or inadequate housing	Refer to <a href="https://unstats.un.org/sdgs/metadata/files/Metadata-11-01-01.pdf">https://unstats.un.org/sdgs/metadata/files/Metadata-11-01-01.pdf</a>	Refer to <a href="https://unstats.un.org/sdgs/metadata/files/Metadata-11-01-01.pdf">https://unstats.un.org/sdgs/metadata/files/Metadata-11-01-01.pdf</a>	SO1_output1;2;3
<b>Target 16.1: Significantly reduce all forms of violence and related death rates everywhere</b>				
<b>Corresponding A63 Target: Reduce local conflicts to zero by 2020; Level of conflict emanating from ethnicity, all forms of exclusion, religious and political differences is at most 50 percent of 2013 levels</b>				
16.1.3	Proportion of population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the previous 12 months	The total number of persons who have been victim of physical, psychological or sexual violence in the previous 12 months, as a share of the total population	This indicator measures the prevalence of victimization from physical, sexual (and, possibly, psychological) violence	SO1_oupt 1;2;3 SO2_4
16.1.4	Proportion of population that feel safe walking alone around the area they live	This indicator refers to the proportion of the population (adults) who feel safe walking alone in their neighbourhood. The proportion of population that feel safe is calculated by summing up the number of respondents who feel “very safe” and “fairly safe” and dividing the total by the total number of respondents	The concept of ‘fear of crime’ has been used in dozens of crime victimization surveys and the standard formulation used here has been seen as effective in different cultural contexts. It is important to understand that ‘fear of crime’ is a phenomenon that is separate from the prevalence of crime and that may be even largely independent from actual experience, as the perception of crime and the resulting fear of it is mediated by a number of factors, such as the awareness of crime, the public discussion and the media and personal circumstances	SO1_output 1;2;3
<b>Target 16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children</b>				
<b>Corresponding A63 Target: Entrenched culture of peace; Reduce 2013 levels of violence against women and Girls by at least 20%; End all forms of violence, child labour exploitation, child marriage and human trafficking</b>				

SDG Indicator Number	SDG Indicator	Definition	Rational	Linkage to the Strategic Objective Area and Output
16.2.1	Proportion of children aged 1–17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month	Proportion of children aged 1-17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month is currently being measured by the Proportion of children aged 1-14 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month	Refer to <a href="https://unstats.un.org/sdgs/metadata/files/Metadata-16-02-01.pdf">https://unstats.un.org/sdgs/metadata/files/Metadata-16-02-01.pdf</a>	SO1_ouput1;2;3 SO2_output 4
16.2.2	Number of victims of human trafficking per 100,000 population, by sex, age and form of exploitation	The indicator is defined as the ratio between the total number of victims of trafficking in persons detected or living in a country and the population resident in the country, expressed per 100,000 populations	The rationale is measuring the prevalence of the number of victims of trafficking according to the victims profile and the forms of exploitation	
Target 16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all				
Corresponding A63 Target: At least 70 percent of the public acknowledges the relevance and good functioning of the legislature as a key component of democracy; Adherence to the rule of law and due process is the norm by 2040				
16.3.2	Unsentenced detainees as a proportion of overall prison population	The total number of persons held in detention who have not yet been sentenced, as a percentage of the total number of persons held in detention, on a specified date	The indicator signifies overall respect for the principle that persons awaiting trial shall not be detained in custody unnecessarily. This, in turn, is premised on aspects of the right to be presumed innocent until proven guilty.	SO1_output2 SO2_output 4;5
Target 16.5: Substantially reduce corruption and bribery in all their forms				
Corresponding A63 Target: All reporting obligations with respect to compliance of AU Shared instruments are met by 2017; African Charter on Democracy is signed, ratified and domesticated by 2020; At least 70% of the public acknowledge the public service to be professional, efficient, responsive, accountable, impartial and corruption free				
16.5.2	Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months	Proportion of firms asked for a gift or informal payment when meeting with tax officials	To ascertain whether firms are solicited for gifts or informal payments (i.e. bribes) when meeting with tax officials.	SO3_ouput 1;2;4
Target 16.9: By 2030, provide legal identity for all, including birth registration				
Corresponding A63 Target: Dual citizenship granted to the diaspora				
16.9.1	Proportion of children under 5 years of age whose births have been registered with a civil authority, by age	Proportion of children under 5 years of age whose births have been registered with a civil authority	Registering children at birth is the first step in securing their recognition before the law, safeguarding their rights, and ensuring that any violation of these rights does not go unnoticed	SO1_output 1;2;3
Target 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements				
Corresponding A63 Target: At least 70% of the people perceive that the press / information is free and freedom of expression pertains; At least 70% of the people perceive that the press / information is free and freedom of expression pertains				

SDG Indicator Number	SDG Indicator	Definition	Rational	Linkage to the Strategic Objective Area and Output
16.10.1	Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of journalists, associated media personnel, trade unionists and human rights advocates in the previous 12 months	The number of verified cases of killing, enforced disappearance, torture, arbitrary detention, kidnapping and other harmful acts committed against journalists, trade unionists and human rights defenders on an annual basis	The indicator seeks to measure enjoyment of fundamental freedoms (e.g. freedom of opinion, freedom of expression and access to information, the right to peaceful assembly and freedom of association) on the premise that killing, enforced disappearance, torture, arbitrary detention, kidnapping and other harmful act against journalists, trade unionists and human rights defenders have a chilling effect on the exercise of these fundamental freedoms	SO1_output 1;2;3
<b>Target 16.a: Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime</b>				
<b>Corresponding A63 Target: NA</b>				
16.a.1	Existence of independent national human rights institutions in compliance with the Paris Principles	The indicator Existence of independent national human rights institutions in compliance with the Paris Principles measures the compliance of existing national human rights institutions with the Principles relating to the Status of National Institutions (The Paris Principles), which were adopted by the General Assembly (resolution 48/134) based on the rules of procedure of the Global Alliance of National Human Rights Institutions (GANHRI, formerly the International Coordinating Committee of National Institutions for the Promotion and Protection of Human Rights or ICC)	The indicator measures the global continual efforts of countries in setting up independent national institutions, through international cooperation, to promote inclusive, peaceful and accountable societies	SO1_output 2 SO2_ouput 4
<b>Target 16.b: Promote and enforce non-discriminatory laws and policies for sustainable development</b>				
<b>Corresponding A63 Target: Reduce local conflicts to zero by 2020; End all forms of political, legal or administrative discrimination against Women and Girls by 2023</b>				
16.b.1	Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law	The indicator is defined as the proportion of the population (adults) who self-report that they personally experienced discrimination or harassment during the last 12 months based on ground(s) prohibited by international human rights law	It is considered an outcome indicator (see HR/PUB/12/5) helping to measure the effectiveness of non-discriminatory laws, policy and practices for the concerned population groups.	SO1_ouput 1;2;3 SO2_ouput 4

## Appendix 1.1d: Trends in Good Governance Index (GGI) by Sub-region and Ghana, 2010-2020



Sources: <https://info.worldbank.org/governance/wgi/Home/Reports>

## Appendix 1.1e: Standard usable square meter of office space per person

Currently there is no globally accepted Standard usable square meter of office space per person. Different standards operate at different locations. In a survey conducted around the World by Statista (2020), which is a leading provider of market and consumer data, global office space per employee averages within the following ranges for different types:

- Common areas: 24.4-30.4 square meter per person
- Conference rooms: 7.6-9.1 square meter per person
- Executive offices: 27.4-45.7 square meter
- Open workstations: 18.3-33.5 square meter per person
- Quiet rooms: 3.0-30.4 square meter for every 10 workstations

The Regulation 10 of the UK's Workplace (Health Safety and Welfare) Regulations 1992 states the following with regards to room dimensions and space requirements:

*"Every room where persons work shall have sufficient floor area, height and unoccupied space for purposes of health, safety and welfare".*

The associated Approved Code of Practice and Guidance goes on to state that:

Workrooms should have enough free space to allow people to get to and from workstations and to move within the room, with ease. The number of people who may work in any particular room at any one time will depend not only on the size of the room, but on the space taken up by furniture, fittings, equipment, and on the layout of the room. Workrooms, except those where people only work for short periods, should be of sufficient height (from floor to ceiling) over most of the room to enable safe access to workstations. In older buildings with obstructions such as low beams the obstruction should be clearly marked.

The total volume of the room, when empty, divided by the number of people normally working in it should be at least 11 cubic metres. In making this calculation a room or part of a room which is more than 3.0m high should be counted as 3.0m high. The figure of 11 cubic metres per person is a minimum and may be insufficient if, for example, much of the room is taken up by furniture etc.

The figure of 11 cubic metres does not apply to:

- a. retail sales kiosks, attendants' shelters, machine control cabs or similar small structures, where space is necessarily limited; or
- b. rooms being used for lectures, meetings and similar purposes.

In a typical room, where the ceiling is 2.4m high, a floor area of 4.6m<sup>2</sup> (for example 2.0 x 2.3m) will be needed to provide a space of 11 cubic metres. Where the ceiling is 3.0m high or higher the minimum floor area will be 3.7m<sup>2</sup> (for example 2.0 x 1.85m). (These floor areas are only for illustrative purposes and are approximate).

The floor space per person indicated above will not always give sufficient unoccupied space, as required by the Regulation. Rooms may need to be larger, or to have fewer people working in them, than indicated in those paragraphs, depending on such factors as the contents and layout of the room and the nature of the work. Where space is limited careful planning of the workplace is particularly important. (Check this site: <https://www.hse.gov.uk/contact/faqs/roomspace.htm>; <https://www.hse.gov.uk/pubns/books/l24.htm>; <https://www.hse.gov.uk/pubns/indg244.pdf>)

According to Officefinder.com the general rule of thumb is to allow anywhere between 38.1 and 68.58 usable square meters of office space per person (check <https://www.officefinder.com/how.html>).

There is no known office space standard operating requirement set for Ghana. Therefore, for the purposes of computing the baseline data as well as setting the target for CHRAJ's office space requirement, the rule of thumb of between 38.1 and 68.58 usable square meters of office space per person will be used.

## **NUMBER OF OFFICES**

S/N	Region/Director	Total No. of office Rooms	No. of Staff	No. persons per office
1.	Head Office	68	160	2.4
2.	Upper West Region	22	25	1.1
3.	North East Region	23	14	0.6
4.	Northern Region	26	38	1.5
5.	Ashanti Region	46	70	1.5
6.	Central Region	34	49	1.4
7.	Tema Sub-Region	9	11	1.2
8.	Western Region	20	19	1.0
9.	Eastern Region	45	66	1.5
10.	Western North Region	26	35	1.3
11.	Savannah Region	12	15	1.3
12.	Upper East Region	23	31	1.3
13.	Oti Region	22	17	0.8
14.	Ahafo Region	19	30	1.6
15.	Greater Accra Region	20	43	2.2
16.	Bono East Region	14	26	1.9
17.	Bono Region	24	12	0.5
18.	Volta Region	32	32	1.0
<b>Grand Total:</b>		<b>485</b>	<b>693</b>	<b>1.4</b>

# SIZE OF OFFICE SPACE IN SQUARE METERS AT HEAD OFFICE

NO.	NUMBERING	DESCRIPTION	SQUARE AREA (M <sup>2</sup> )	Recommended number of persons
1.	ROOM E16	Commissioner Office	224	-
2.	ROOM 7	Deputy Commissioner	111	-
3.	ROOM 15	Deputy Commissioner ( HAL)	145	-
4.	ROOM 22	Deputy Commissioner ( APR)	148	-
5.	ROOM 2	National Registrar	43	1.1
6.	ROOM 3	Complaints Unit	46	1.2
7.	ROOM 4	Women & Children	47	1.2
8.	ROOM 5	International Cooperation	48	1.3
9.	ROOM 5B	Strategic Management & Innovation	40.5	1.1
10.	ROOM 8	Corporate Affairs & Communication	32	0.8
11.	ROOM 9	Technology & Innovations	101	2.7
12.	ROOM 10	Human Resource	43	1.1
13.	ROOM 11	Records & Proceeding Management	56	1.5
14.	ROOM 12	Director, Finance	35	0.9
15.	ROOM 13	Estate & Protocol	47	1.2
16.	ROOM 14	Human Resource	49	1.3
17.	ROOM 16	Director Investigations	48	1.3
18.	ROOM 17	Programmes & Projects	46	1.2
19.	ROOM 18	Transport & Human Resource	40	1.0
20.	ROOM 19	Deputy Director Administration	37	1.0
21.	ROOM 20	Deputy Director Administration	41	1.1
22.	ROOM 21	Director HR & Admin	48	1.3

## EAST WING OFFICES

23.	ROOM G1A	Human Rights/Admin. Justice	32.5	0.9
24.	ROOM G1B	Human Rights/Admin. Justice	32.5	0.9
25.	ROOM G2A	Admin. Justice	30	0.8
26.	ROOM G2B	Admin. Justice	30	0.8
27.	ROOM G3A	Admin. Justice	32	0.9
28.	ROOM G3B	Admin. Justice	32	0.9
29.	ROOM G4A	Anti-Corruption	40	1.0
30.	ROOM G4B	Anti-Corruption	40	1.0
31.	ROOM G4C	Anti-Corruption	40	1.0
32.	ROOM G4D	Anti-Corruption	45	1.2
33.	ROOM G4E	Anti-Corruption	45	1.2
34.	ROOM G5	Deputy Director, BPPI	47	1.2
35.	ROOM G7	Monitoring & Evaluation	62	1.6
36.	ROOM G8	Deputy Director Public Education	62	1.6
37.	ROOM G9	Deputy Director Legal Services Department	62	1.6
38.	ROOM G 10	Strategic & Innovation	62	1.6
39.	ROOM G 11	Deputy Director, Human Rights	62	1.6
40.	ROOM G12	Director, Anti-Corruption	62	1.6

NO.	NUMBERING	DESCRIPTION	SQUARE AREA (M <sup>2</sup> )	Recommended number of persons
41.	ROOM E1	Procurement Unit	105	2.7
42.	ROOM E3	Research	30	0.8
43.	ROOM E4	Research	30	0.8
44.	ROOM E5	Ethics Unit	30	0.8
45.	ROOM E6	Public Education	30	0.8
46.	ROOM E7	Public Education	30	0.8
47.	ROOM E8	Research	30	0.8
48.	ROOM E9	Internal Audit	68	1.8
49.	ROOM E10	Treasury Unit	63	1.7
50.	ROOM E11	Accounts Unit	78	2.0
51.	ROOM E12	Director, Research	44	1.1
52.	ROOM E13	Director, Admin. Justice	44	1.1
53.	ROOM E14	Director, Human Rights	40	1.0
54.	ROOM E15	Director, Public Education	62	1.6
55.	ROOM 1	Legal Registry	61	-
56.	ROOM 6	Conference Room	169	-
57.	ROOM G6	Conference Room	62	-
58.	ROOM 24	Library	84	-
59.	ROOM E2	Stores	138	-
60.	Washroom	Male	36	-
		Female	36	-
61.		Visiting Waiting Room	74	-
62.		Reception	73	-
63.		Drivers Room	26	-
64.		Security	20	-
Total Area (in sqm, excluding Commissioner and Deputy Commissioners, conference areas, library, stores, registry, washrooms, visitors areas, drivers area and security)			<b>2,349.50</b>	
Average Area (in sqm, excluding Commissioner and Deputy Commissioners, conference areas, library, stores, registry, washrooms, visitors areas, drivers area and security)			<b>46.9</b>	<b>1.2</b>

Note: The minimum value of 38.1 usable square meters of office space per person was applied

## Appendix 1.2a: Detailed 5-Year Budget for Implementation of the Plan

Activity	Inputs	Quantity	Frequency	Unit Cost	Amount
				(GH¢)	(GH¢)
IMPLEMENTATION MONITORING					
Prepare CHRAJ AND NACAP AWP's and Budget	Allowance	10	5	350	17,500.00
	Feeding	10	5	100	5,000.00
	Sub-total				22,500.00
Prepare CHRAJ MTDP	Conference	7	4	600	16,800.00
	DSA	7	4	500	14,000.00
	Fuel	1	1	3000	3,000.00
	Feeding	15	2	100	3,000.00
	Allowance	15	2	350	10,500.00
	Sub-total				47,300.00
Field monitoring/visits	Fuel	3	10	2000	60,000.00
	DSA	12	35	350	147,000.00
	Logistics	1	1	5080	5,080.00
	Sub-total				212,080.00
Total					563,760.00
REPORTING OF RESULTS					
Prepare Quarterly Progress Reports	Allowance	12	15	350	63,000.00
	Feeding	12	15	100	18,000.00
	Sub-total				81,000.00
Prepare Annual Progress Reports	Conference	15	20	500	150,000.00
	Allowance	15	20	350	105,000.00
	Fuel	15	5	350	26,250.00
	Logistics	1	1	2000	2,000.00
	Sub-total				283,250.00
Prepare State of Human Rights (SOHR)Reports	Conference	10	20	500	100,000.00
	Allowance	10	20	350	70,000.00
	Fuel	10	5	350	17,500.00
	Design and Print	100	5	100	50,000.00
	Sub-total				237,500.00
Prepare SDG Monitoring report	Conference	10	15	500	75,000.00
	Allowance	10	15	350	52,500.00
	Fuel	10	5	300	15,000.00
	Design and Print	100	5	100	50,000.00
	Sub-total				192,500.00
Prepare Election Monitoring report	Conference	10	3	500	15,000.00
	Allowance	10	3	350	10,500.00
	Fuel	10	2	330	6,600.00
	Logistics	1	1	2000	2,000.00
	Sub-total				34,100.00
Prepare Budget Performance Review Reports	Allowance	10	20	350	70,000.00
	Feeding	10	48	50	24,000.00
	Sub-total				94,000.00
Prepare State of Corruption Report (NACAP)	Conference	20	15	500	150,000.00
	Allowance	20	15	350	105,000.00
	Fuel	20	5	300	30,000.00
	Logistics	1	1	2150	2,150.00
	Design and Print	100	5	100	50,000.00
	Sub-total				337,150.00
Total					1,259,500.00
M&E CAPACITY BUILDING					

Activity	Inputs	Quantity	Frequency	Unit Cost	Amount
				(GH¢)	(GH¢)
Organise M&E training for staff of the Commission	Resource Person	2	2	37000	148,000.00
	Conference	30	6	500	90,000.00
	Allowance	30	6	350	63,000.00
	Fuel	30	2	300	18,000.00
	Logistics	1	2	2500	5,000.00
	<b>Sub-total</b>				<b>324,000.00</b>
Recruitment of M&E staff	Allowance	6	9	500	27,000.00
	Feeding	6	9	100	5,400.00
	<b>Sub-total</b>				<b>32,400.00</b>
Purchase of logistics	Computers/Laptops	30	1	6000	180,000.00
	Vehicle	1	1	400,000	400,000.00
	Hard drive	25	1	500	12,500.00
	UPS	13	1	1400	18,200.00
	<b>Sub-total</b>				<b>610,700.00</b>
<b>Total</b>					<b>967,100.00</b>
<b>EVALUATIONS AND STUDIES</b>					
Mid-term evaluation	Consultant	1	1	50,000	50,000.00
	Allowance	8	5	500	20,000.00
	Conference	8	5	550	22,000.00
	DSA	8	10	400	32,000.00
	Logistics	1	1	5,500	5,500.00
	<b>Sub-total</b>				<b>129,500.00</b>
Terminal evaluation	Consultant	1	1	65,000	65,000.00
	Allowance	8	5	500	20,000.00
	Conference	8	5	500	20,000.00
	DSA	8	10	400	32,000.00
	Logistics	1	1	5,500	5,500.00
	<b>Sub-total</b>				<b>142,500.00</b>
Citizens/Client Service Satisfaction Survey	Allowance	8	8	500	32,000.00
	Conference	8	8	500	32,000.00
	DSA	8	10	500	40,000.00
	Logistics	1	1	5120	5,120.00
	<b>Sub-total</b>				<b>109,120.00</b>
Conduct PM&E (Citizen Report Card)	Consultant	1	1	50,000	50,000.00
	Allowance	10	5	500	25,000.00
	Conference	10	5	500	25,000.00
	DSA	10	10	500	50,000.00
	Logistics	1	1	5,000	5,000.00
	<b>Sub-total</b>				<b>155,000.00</b>
Conduct SIA on selected topics	Consultant	1	1	50,000	50,000.00
	Allowance	10	5	500	25,000.00
	Conference	10	5	500	25,000.00
	DSA	10	10	500	50,000.00
	Logistics	1	1	5,000	5,000.00
	<b>Sub-total</b>				<b>155,000.00</b>
<b>Total</b>					<b>691,120.00</b>
<b>DATABASE SYSTEM</b>					
Establish Centralised Database System	Consultant/Consulting Firm	1	1	75,000	75,000.00
	Conference	10	5	500	25,000.00
	Allowance	10	5	500	25,000.00
	Travel	10	3	300	9,000.00
	Logistics	1	1	3800	3,800.00

Activity	Inputs	Quantity	Frequency	Unit Cost	Amount
				(GH¢)	(GH¢)
	<b>Sub-total</b>				<b>137,800.00</b>
Develop web and mobile applications-based complaints handling systems to improve the ability of users to access CHRAJ administrative services	Consultant/Consulting Firm	1	1	75,000	75,000.00
	Conference	10	5	500	25,000.00
	Allowance	10	5	500	25,000.00
	Travel	10	3	300	9,000.00
	Logistics	1	1	3600	3,600.00
	<b>Sub-total</b>				<b>137,600.00</b>
Develop online and other curricula and courses to train and certify civil/public servants on service users' rights, administrative procedures, and principles of fairness and administrative justice	Consultant/Consulting Firm	1	1	75,000	75,000.00
	Conference	9	5	500	22,500.00
	Allowance	10	5	450	22,500.00
	Travel	10	4	300	12,000.00
	Logistics	1	1	3675	3,675.00
	<b>Sub-total</b>				<b>135,675.00</b>
<b>Total</b>					<b>411,075.00</b>
<b>DISSEMINATION AND COMMUNICATION OF M&amp;E RESULTS</b>					
Disseminate APRs	Design and Print	100	5	100	50,000.00
	Logistics	1	5	3000	15,000.00
	<b>Sub-total</b>				<b>65,000.00</b>
Disseminate evaluation reports (Terminal, Citizen/Client Service Surveys, SIA, PM&E)	Design and Print	100	6	100	60,000.00
	Logistics	1	5	2000	10,000.00
	<b>Sub-total</b>				<b>70,000.00</b>
Organise stakeholder engagement on APRs, Mid-Term, Terminal, SIA, PM&E at all levels – town hall meetings, workshops, ACT conferences, durbars, etc.	Conference	100	10	500	500,000.00
	Allowance	20	10	500	100,000.00
	Fuel	100	5	200	100,000.00
	DSA	20	10	500	100,000.00
	Logistics	1	1	4000	4,000.00
	<b>Sub-total</b>				<b>804,000.00</b>
Organise media engagement sessions – meet the press, tv and radio discussions	TV/Radio Airtime	10	10	2000	200,000.00
	Allowance	12	10	500	60,000.00
	Logistics	1	1	2900	2,900.00
	Fuel	12	10	300	36,000.00
	<b>Sub-total</b>				<b>298,900.00</b>
Prepare Simplified Versions	Conference	10	15	500	75,000.00
	Allowance	10	15	500	75,000.00
	Fuel	10	5	200	10,000.00
	Logistics	1	1	3000	3,000.00
	Design and Print	100	1	100	10,000.00
	<b>Sub-total</b>				<b>173,000.00</b>
Operationalise Social Media Platforms	Logistics (gadgets, etc)	10	5	2500	125,000.00
	Training	10	1	12000	120,000.00
	<b>Sub-total</b>				<b>245,000.00</b>
<b>Total</b>					<b>1,655,900.00</b>
<b>Grand Total</b>					<b>5,548,455.00</b>

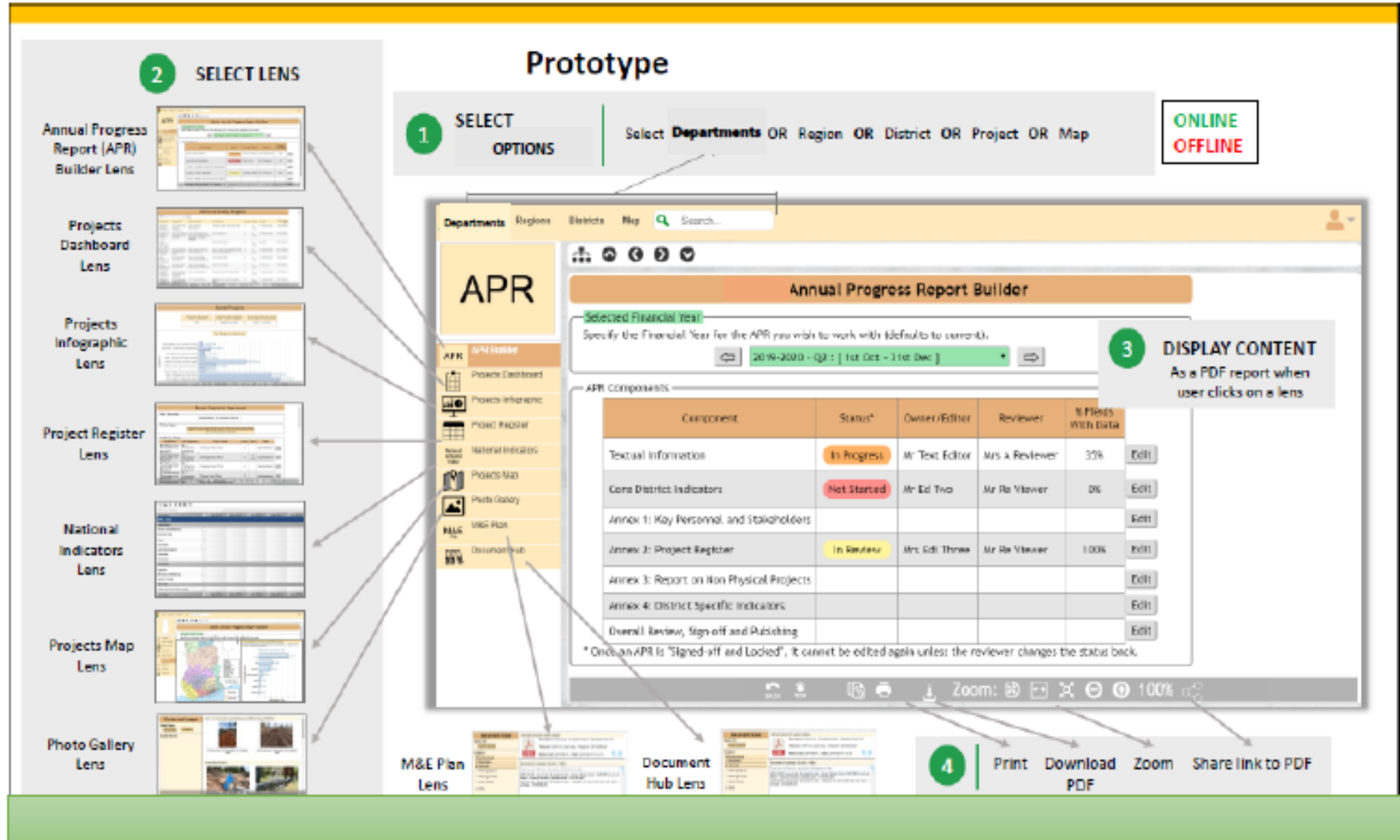
#### Appendix 1.2b: Programme/Project/Activity Data Collection Template

Programme/Project /Activity Description	Location	Amount Involved GH¢	Source of Funding	Date Started	Expected Date of Completion	Expenditure to Date	Outstanding Balance	Implementation Status (%)	Total Beneficiaries	Remarks

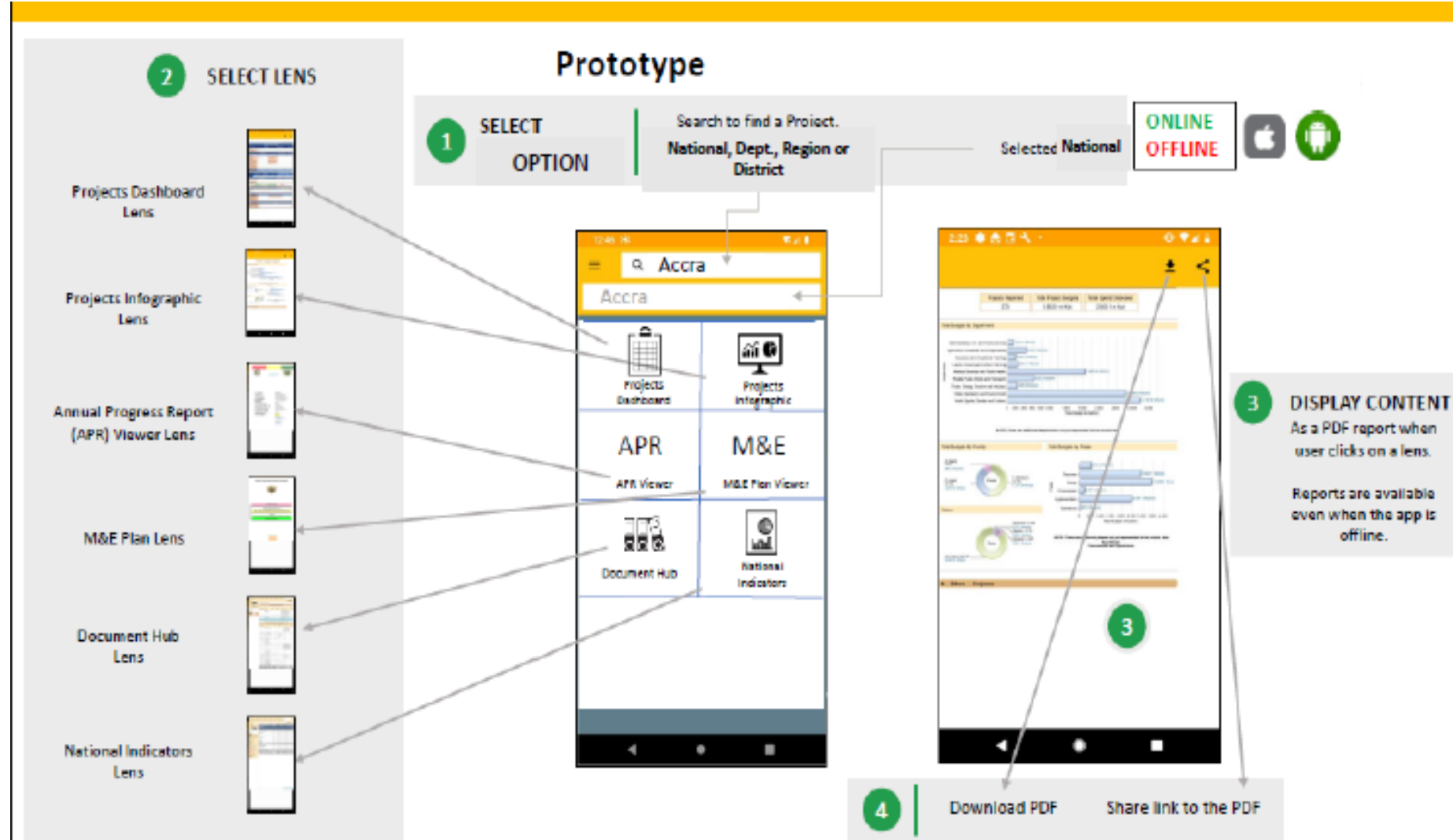
#### Appendix 1.2c: Indicator Data Collection Template

Indicator	Baseline	Target	Actual	Remarks

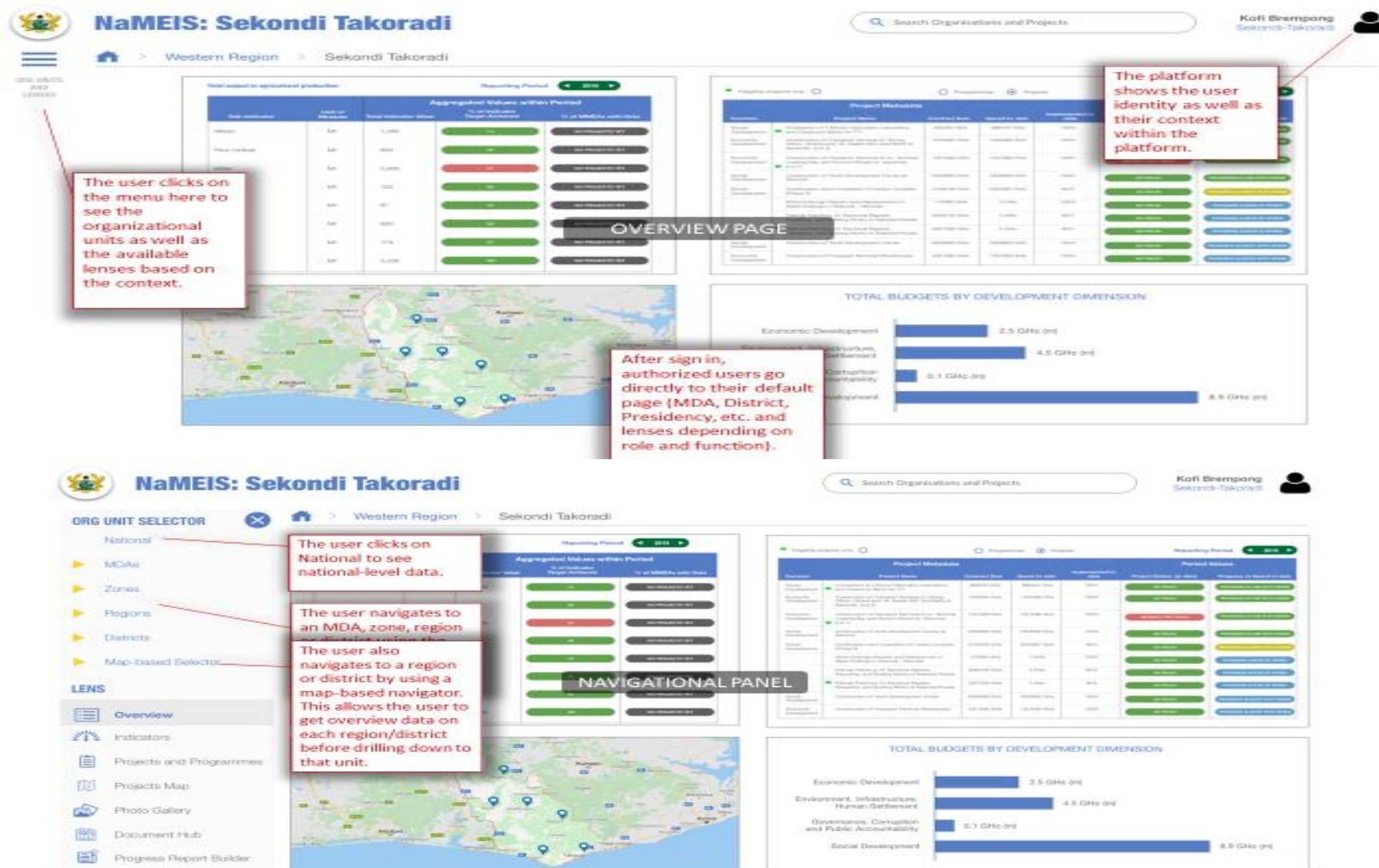
## Appendix 1.3a: Prototype Central Database System



## Appendix 1.3b: Prototype Central Database System (Operating on Mobile Phone)



## Appendix 1.3c: Sample Central Database System by NDPC with Relevant Interfaces



SEKONDI-TAKORADI	
4	bigship projects
32	projects
215 m	spending
7	locations



User uses the panel below to print, copy or share the indicators in a printable format as well as to adjust zoom levels on screen.

Indicators can be national indicators or district-specific indicators.

Aggregated Values within Period

User clicks on the "Reporting Period" drop down to select the reporting period for the indicators.

INDICATORS

Indicator	Unit of Measure	Total Indicator Value	2017 Q1	2017 Q2	2017 Q3	2017 FY	2018 Q1	2018 Q2	2018 Q3	2018 FY	2019 Q1	2019 Q2	2019 Q3	2019 FY
Sorghum	MT	1,289	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT
Cassava	MT	853	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT
Yam	MT	2,839	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT
Cocoyam	MT	125	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT
Plantain	MT	87	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT
Groundnut	MT	500	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT
Cowpea	MT	NO DATA	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT
Soybean	MT	NO DATA	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT	NO PROJECT

User uses the panel below to print, copy or share the indicators in a printable format as well as to adjust zoom levels on screen.







## ORG UNIT SELECTOR



Western Region > Sekondi Takoradi

## ANNUAL PROGRESS REPORT

National

MDAs

Zones

Regions

Districts

Map-based Selector

### LENS

Overview

Indicators

Projects and Programmes

Projects Map

Photo Gallery

Document Hub

Progress Report Builder

### Progress Report Builder

Reporting Period

2019

Aggregated Values within Period					
Component	Status	% Fields with Data	Editor	Reviewer	
Annex 3: Performance Of Core Indicators At The District Level	IN EDIT	15%	Francis Adu Boahen	Francis Adu Boahen	EDIT
Annex 4: Programmes / Projects Register	IN EDIT	10%	Kwasi Adusei	Kwasi Adusei	EDIT
Annex 7: Update On Critical Development And Poverty Issues In The Year	IN EDIT	20%	Joseph Agyeman	Joseph Agyeman	EDIT
Full Progress Report Document	IN REVIEW	21%	Andrew Kwabeng	Anthony Sam	EDIT

The user reviews and edit details as necessary.

The user clicks on the "Progress Report Builder" lens at the region/district level to get to the Annual Progress Report page.

## Appendix 1.4: Format for Evaluation Report

### Evaluation Report Format

1. **Title page**
2. **Table of Contents**
3. **Acknowledgments (optional)**
4. **Executive Summary**
  - Summarize the intervention being evaluated, the purpose of the evaluation, the methods used, the major findings and the recommendations in a prioritised order
  - Two to three pages (usually) that could be read independently without reference to the rest of the report
5. **Introduction**
  - Identify programme or project description and background
  - Describe the programme or project being evaluated (the setting and problem addressed, objectives and strategies, funding)
  - Summarize the evaluation context (purposes, sponsors, composition of the team, duration)
6. **Evaluation Objectives, Design and Scope**
  - List the evaluation objectives (the questions the evaluation was designed to answer)
7. **Methodology**
  - Describe fully the evaluation methods and instruments (e.g., what data were collected, specific methods used to gather and analyse the data, rationale for visiting selected sites, etc.)
  - Limitations of the evaluation
8. **Findings**
  - State findings clearly with data presented graphically in tables and figures. Include effects of the findings on achievement of programme/project
  - Explain the comparisons made to judge whether adequate progress was made
  - Identify reasons for accomplishments and failures, especially continuing constraints
9. **Recommendations**
  - List the recommendations for different kinds of users in priority order. Include costs of implementing them, when possible
  - Separate recommendations into short term and long term
  - Link recommendations explicitly with the findings, discussing their implication for decision-makers
  - Include a proposed timetable for implementing/reviewing recommendations
10. **Lessons Learned (optional)**
  - Identify lessons learned from this evaluation for those planning, implementing or evaluating similar activities
11. **Appendices**
  - Terms of Reference.
  - Instruments used to collect data/information (copies of questionnaires, surveys, etc.)
  - List of persons interviewed and sites visited.
  - Data collection instruments.
  - Case studies.
  - Abbreviations.
  - Any related literature.
  - Other data/ tables not included in the findings chapter

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