



This action is funded by the European Union

ANNEX 1

of the Commission Decision on the Annual Action Programme 2015 in favour of the Republic of Ghana

Action Document for the Ghana Anti-Corruption, Rule of Law and Accountability Programme (Ghana-ARAP)

1. Title/basic act/ CRIS number	Ghana Anti-Corruption, Rule of Law and Accountability Programme (Ghana-ARAP), CRIS number: GH/FED/037-368, financed under the 11 th European Development Fund (EDF)			
2. Zone benefiting from the action/location	Ghana The action shall be carried out over the whole of Ghana with the Management Unit stationed in Accra.			
3. Programming document	Republic of Ghana – European Union National Indicative Programme 2014-2020			
4. Sector of concentration/ thematic area	Governance			
5. Amounts concerned	Total estimated cost: EUR 20 000 000 Total amount EDF contribution: EUR 20 000 000			
6. Aid modality and implementation modalities	Project Modality 1. Indirect Management with the International and Ibero-American Foundation for Administration and Public Policies (FIIAPP). 2. Indirect Management with Department for International Development (DFID) UK. 3. Indirect Management with the Republic of Ghana.			
7. DAC code(s)	15113			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>

9. Global Public Goods and Challenges (GPGC) thematic flagships	N/A
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SUMMARY

The programme's **overall objective** is to promote good governance in Ghana by reducing corruption and improving accountability and compliance with the rule of law, particularly when it comes to anti-corruption, accountability and environmental governance. Its **specific objective** is to contribute to current reform processes in the area of rule of law, accountability, anti-corruption and environmental governance through support to key institutions, while at the same time increasing the ability of the public, civil society organisations and the media to hold government to account. The programme has two interlinked and mutually supportive key results with eight main activities:

- Key Result Area 1: Accountability is enhanced, leading to increased accountability, a reduction in corruption and increased environmental governance.
- Key Result Area 2: Compliance with and respect of the rule of law is improved, particularly in the areas of accountability and anti-corruption.

A short-term expert facility is also provided to ensure flexibility.

The programme will be overseen by a Steering Committee and will be organized by a Coordination Unit and long-term technical advisors provided by FIIAPP, which will be responsible for implementation of most activities except for those financed by a direct grant to the National Commission for Civic Education, and those financed by a Delegation Agreement with DFID to contribute to activities aimed at civil society organisations, Parliament and the media, to be implemented by STAR-Ghana

1. CONTEXT

1.1 Country context

Although it ranks as a lower middle-income country with a GDP (Gross Domestic Product) per capita income of USD 1730 in 2013, recent economic challenges are expected to reduce the GDP per capita income to USD 1400 in 2014. Mineral resources account for 5% of the country's GDP with an export base of 37% of total exports. The extractive industries sector accounted for 56% of exports in 2011, up from 12% in 2010 due to the discovery of oil, even though its overall contribution to domestic revenues is relatively small.¹ According to the Ghana Statistical Service, 68.5% of the total population are unemployed and even though poverty levels appear to have been falling, they remain relatively high especially in the three northern regions of Ghana and among some socio-economic groups, while income inequality across regions and between socio-economic groups also remains high. Ghana has a solid legislative framework in place and the 1992 Constitution includes all major democratic principles and a comprehensive Bill of Rights (mostly focused on civil and political rights) and establishes various Independent Constitutional Bodies (ICBs) including the Commission on Human Rights and Administrative Justice (CHRAJ) and the National Commission for Civic Education (NCCE).²

¹ See <http://eiti.org/Ghana>.

² The Constitution is currently undergoing a review process and a Constitution Review Implementation Commission (CRIC) is currently working to implement the recommendations made by the Constitution Review Commission (CRC) in 2011 (at least those that government has accepted). But while the life of the CRIC The work of the CRIC is currently 'on-hold' pending the outcome of a recent court application to nullify the process and it is apparent that this deadline will not be met. Other than the Constitution, various laws are in place to deal with corruption and related offences that are currently being revised to expand the current definition of 'corruption' in the criminal law; environmental governance; and accountability, including a comprehensive public finance management and oil governance legislative framework.

1.1.1 Public Policy Assessment and EU Policy Framework

In December 2014, Ghana finalised the Ghana Shared Growth and Development Agenda (GSGDA) II 2014-17, which includes a strong focus on governance and accountability, including environmental governance and transparency and accountability in the extractive industries, anti-corruption and the rule of law. The policy has seven main themes (ensuring and sustaining macroeconomic stability; enhancing competitiveness of Ghana's private sector; accelerated agricultural modernisation and sustainable natural resource management; oil and gas development; infrastructure and human settlements; human development, productivity and employment; and transparent, responsive and accountable governance). In the area of medium-term policies and strategies for transparent and accountable governance in particular, the key areas of policy focus include, *inter alia*, deepening the practice of democracy and institutional reforms; local governance and decentralisation; public sector reform; gender equity and women empowerment; corruption and economic crimes; rule of law and access to justice; public safety and security; and access to rights and entitlements. The GSGDA II is based on the 'Coordinated Programme of Economic and Social Development Policies 2014-2020', which sets out the four pillars of Government's development policy agenda: (1) 'Putting People First'; (2) 'Building a Strong and Resilient Economy'; (3) 'Expanding Infrastructure for Inclusive Growth'; and (4) 'Maintaining Transparent and Accountable Governance'. The Programme includes five medium-term policy priorities (social development; economic development; infrastructure development; natural resource management and environmental governance; and transparent, responsive and accountable governance) and eight priority programmes and initiatives (energy; macroeconomic stability; employment and decent work; service delivery (water, sanitation, health and education); industrial development; agricultural development; economic and social infrastructure development; and anti-corruption initiatives specifically linked to the National Anti-Corruption Action Plan (NACAP). The NACAP itself has only been adopted recently and while not a policy *per se*, it is intended to be the overarching strategy for all role players in the anti-corruption sector. The strategic objectives of the NACAP are to: 1. Build public capacity to condemn and fight corruption and make its practice a high-risk, low-gain activity; 2. Institutionalise efficiency, accountability and transparency in the public, private and not-for profit sectors; 3. Engage individuals, media and civil society organisations (CSOs) in the report and combat of corruption; and 4. Conduct effective investigations and prosecution of corrupt conduct.

1.1.2 Stakeholder analysis

The salient features of the main stakeholders are: **CHRAJ**: As Ghana's human rights commission, Ombudsman and anti-corruption commission, CHRAJ is a key stakeholder in accountability and anti-corruption, including in the oil and gas sector. CHRAJ is severely hampered by a limited budget and has focused more on human rights than other aspects of its mandate to date. Despite this, it is a credible institution with Constitutional and legal powers and its independence is respected by government. **Civil society and the media** have a key role in enhancing transparency and accountability at all levels of society, including in the extractive industry sector. As in the past, EU support to civil society, the media and Parliament will be channelled through **STAR-Ghana**, which is highly regarded and has been successfully evaluated on various occasions. The **Financial Administration Court** has recently been established to enforce decisions of Parliament's Public Accounts Committee but support to building its capacity and that of the **Financial and Economic Crimes Courts** is required. **Police prosecutors** prosecute almost all criminal cases in Ghana, including corruption and related offences, but receive virtually no training and are not provided with any law books, manuals, handbooks, recent case law or any other relevant materials. **State Prosecutors** falling under the Attorney General are all qualified lawyers but require specialised training on corruption in all its forms, electronic crimes, and new and emerging crimes. The **Judiciary** is widely regarded as independent and impartial but District Court Magistrates and Circuit Court Judges require training on corruption and economic crimes, particularly if the definition of corruption changes. Corruption amongst members of the Judiciary is regarded as particularly serious and to address this, the Judiciary have established a **Complaints Unit** but only at the High Court in Accra. In the area of civic education, the **NCCE** has excellent outreach but no use is made of social media or newer civic education methods. Civic education is a core component of the programme and all of those who will conduct it (CHRAJ, NCCE, CSOs, EPA) will require assistance in modernising methods and messages. The programme also includes a Short-term expert (STE) facility to provide assistance to stakeholders and other institutions working towards

common goals. These ‘indirect stakeholders’ include the Economic and Organised Crime Office (EOCO) which is responsible for investigating and prosecuting serious economic offences and which is well-funded; the Environmental Protection Agency (EPA) who will be provided with assistance to undertake a joint campaign with the NCCE on economic governance issues; and the **Public Interest and Accountability Committee (PIAC)** which is a public body that has been established to oversee the oil and gas industry, largely as a result of lobbying by civil society, but which government barely funds at present.³

1.1.3 Priority areas for support/problem analysis

Ghana’s progress towards democracy and good governance since the end of military rule in 1992 has been impressive and it currently ranks high in all major governance, human rights and rule of law indicators.⁴ However, it continues to face challenges when it comes to accountability, corruption, and in enforcing the rule of law. ICBs and the Judiciary are under-resourced, under-trained and under-capacitated. According to the NACAP, Ghana suffers from the same causes of corruption as most countries in the developing world: institutional weaknesses, poor ethical standards, low salaries and skewed incentives structures in the public service (especially amongst the police and those in positions to extract bribes in return for services to which people are entitled as of right), a culture of gift-giving, and poor management practices in public organisations.⁵ Other factors contributing to high levels of corruption include an entrenched patronage system and client networks that have been exacerbated rather than alleviated by the return to multi-party rule.⁶ Cultural and social factors, where gift-giving is an integral part of the prevailing culture, also play a part. Although it ranks far better than most countries in the region and continent on Transparency International’s Corruption Perception Index, both high and low-level corruption continue and perceptions that the situation is getting worse remain high. While there are some indications of political will to tackle the scourge, such as contemplated changes to the law to extend the definition of corruption⁷ and the adoption of the NACAP, a general acceptance of corruption appears to be taking hold and few cases are reported to either CHRAJ or the police. Cases of low-level corruption are required to be prosecuted by police prosecutors who are largely untrained, while weaknesses in cooperation and coordination amongst members of the criminal justice system negatively impact on the prosecution of corruption in both the lower and High Courts. And while the police and Judiciary have taken some steps to allow members of the public to report corruption amongst police officials and judicial officers, these are at nascent levels and need to be supported if they are to have any effect.

There is very little public demand for accountability and limited public participation in decision-making processes, including those on how revenue should be allocated and accounted for at the local level. This is exacerbated by low levels of understanding and awareness of the roles and functions of government at national and local levels and when and how to participate in democratic decision-making. There are very low levels of transparency at all levels of government and Parliament is perceived as weak at holding the Executive to account. Financial accountability in particular has been hampered by the fact that the Financial Tribunal envisaged by the Financial Administration Act to deal

³ The lack of funding and support from government indicated far too little ownership to include the PIAC as a full stakeholder of the programme.

⁴ For example in the Mo Ibrahim Index of African Governance, Ghana ranked 7th amongst all African countries in 2014 with an overall score of 68.2 (up from 66.8 in 2013).

⁵ See NACAP page 27.

⁶ See for example ‘Political Economy Analysis of Ghana’, Fortune Agbele (2011), ERCAS Working Paper No. 28.

⁷ At present, the definition of corruption in Ghanaian law dates back to the 1960s and only covers acts of bribery. To address this in line with the UN and AU conventions on corruption, a process is underway to revise and broaden the definition of corruption in Ghanaian law. Although it is still early in the process, it is anticipated that the new definition will criminalise numerous acts that are either regarded as minor offences or that are not currently criminalised in Ghana. Any amendment to the definition will therefore require re-education of all stakeholders and the public. Other examples of political will include some prosecutions of high level officials, the removal of those perceived to have acted corruptly during the 2014 FIFA World Cup, and the Judgment Debt Commission set up to, amongst other things, investigate the root causes of judgment debts incurred by the State, many of which are alleged to have arisen as result of procurement contracts between the State and politically connected individuals and companies at grossly inflated prices.

with matters related to public finances, including those identified and referred to it by the Public Accounts Committee (PAC), has only just been established.⁸

Ghana has a vibrant civil society and media that operates in a free and open environment, and CSOs and the media continue to play a critical role in governance in the country. CSOs are active in all 10 regions and work in all sectors including governance, human rights, access to justice and the oil and gas sectors. However, capacity varies greatly across the various CSOs and lack of finances and resources make it difficult for organisations to attract and retain suitably qualified staff. Civil society is relatively fragmented and poorly coordinated and competition among CSOs for resources leads to little cooperation and collaboration - although some civil society platforms for improving governance in key thematic areas and specific sectors have been created, including the recently launched Citizens Movement Against Corruption, and STAR-Ghana will actively seek to support such platforms in future.⁹

2 RISKS AND ASSUMPTIONS

Risk	Level	Mitigation measures
Ownership Previous experience of development partners (DPs) operating in the governance sector has been that it is difficult to create ownership in Ghana, which impacts negatively on commitment and sustainability	Medium	The programme has been designed in close consultation with a wide range of stakeholders to both identify what support would be most likely to be 'owned' and has focused support on the key functions of relevant institutions. The programme also includes also technical assistance to attempt to build capacity within institutions and increase ownership.
ICBs generally Key ICBs could possibly remain underfunded as a way of interfering with their ability to meet their mandates.	Low	The creation of a fund for ICBs as part of the constitutional review process might mitigate the risk although it remains to be seen when the process will be finalised. Although government may choose to underfund these, the programme provides funds to ensure key Independent Governance Institutions (IGIs) are able to meet their mandates.
CHRAJ The programme relies heavily on CHRAJ, especially in the area of anti-corruption where CHRAJ has underperformed of late. The constitutional reform process will place additional responsibilities on CHRAJ that will stretch its capacity. CHRAJ's strategic plan expires at the end of 2015, which could see CHRAJ changing focus. More recently, a scandal around the Commissioner's misuse of CHRAJ's limited funds has the potential to undermine CHRAJ's credibility amongst the public. ¹⁰	Medium	Despite CHRAJ's shortcomings, it is the only constitutional body with an anti-corruption mandate. It was the lead actor in the drafting and adoption of the NACAP and has already aligned its activities with those in the plan. The risk of CHRAJ changing focus is low since its strategic plan is based on addressing its constitutional mandate, but it is clear that some work will be required to restore CHRAJ's tarnished image resulting from the scandal around the Commissioner's use of scarce resources. It is currently too soon to assess the impact of the scandal, but the TA in this area will be required to assist CHRAJ to manage any fallout. In addition, while consideration was given to funding CHRAJ through a grant, the programme instead leaves the management and accounting for funds to CHRAJ's activities to the Delegation Agreement with FIIAPP. If the financial issues are satisfactorily resolved prior to the adoption of the programme by the Commission, such a grant will again be considered.
The Attorney-General/Minister of Justice Anti-corruption efforts will be hampered if the Attorney General does not follow up on recommendations to prosecute high-level corruption. As a result, tolerance for	Medium	While the recommendation to the Constitutional review process to separate the Attorney-General from the Minister of Justice was not accepted, there is still some support for the creation of an independent prosecutorial authority, including from the AG herself. The rule of law TA will be required to consider what support the

⁸ In April 2014, the Judiciary announced the establishment of the tribunal, now known as the Financial Administration Court: two courts in Accra and one each in Kumasi, Sekondi and Tamale. These Courts have jurisdiction to hear and determine matters that fall to be determined under the Financial Administration Act; to enforce recommendations of the PAC on the Auditor General's reports as approved by Parliament; to enforce contracts and bonds entered into under the Act; to make such orders as it considers appropriate for the recovery of monies, assets or other property due to the Republic; to prohibit any individual (both public officers and others) from managing public accounts or funds if the individual is unqualified professionally or has been persistently negligent in the management of public funds; and to prohibit any person from participating as a bidder in any government procurement or contract where the person has a record of defrauding the state.

⁹ Source for text on CSOs: EU Country Roadman for Engagement with Civil Society, 2014.

¹⁰ On 16 September 2014 it was reported in the media that the Commissioner had been using CHRAJ's funds to rent expensive accommodation for between 33 or 36 months while her official residence was being renovated. Questions have also been raised around the procurement process used to contract the company responsible for the renovation and in late September it was reported that the Auditor-General has expressed concerns around CHRAJ's management of funds and is considering an audit.

corruption will increase.		programme could offer to take this process forward.
Extractive industries Oil and gas could become a resource curse if not managed in a transparent and accountable manner.	Medium	Although the risk of this happening is comparatively low, the impact if it does is very high. There is already strong political will to manage the revenues from oil and gas in a responsible manner, but the programme will reinforce oversight in this area to minimise the risk.
Civic education Limited coordination between key civic education institutions (particularly NCCE and CHRAJ) will hamper such efforts.	Low	Some funding will be conditional on civic education providers collaborating, but even where they do not, the campaigns will still continue.

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

Although the EU has funded governance programmes in Ghana since the early 2000s, it has not yet worked with many of the stakeholders in the programme. Lessons learned from other DPs (most notably Danida) are that it is difficult to ensure Ghanaian ownership of projects and programmes and that programmes should be as simple as possible. The lack of an effective coordination among stakeholders (ex: Governance Working Group (GWG) unable to meet regularly since 2012) also makes it difficult for DPs to support governance in a coherent and coordinated manner. As noted by Danida in relation to both CHRAJ and the Judiciary, absorption capacity amongst these institutions in particular, and in Ghana generally, is low. Coupled with this, decision-making processes in the Judiciary in particular are complex and time-consuming, suggesting that allocations must be kept to manageable levels and, where possible, technical assistance should be provided in addition to funds for activities to assist in managing such processes. Equipment and vehicles should only be provided where there is a commitment from an institution to maintain these. Many institutions struggle to retain staff given the limited salaries and Judiciary in particular find it difficult to attract suitably qualified Judges and Magistrates. To be effective, anti-corruption efforts should target both high and low-level corruption. Consideration should be given to technical assistance in the area of cooperation and coordination between members of the criminal justice system including CID detectives in training provided to prosecutors on corruption. Civic education in Ghana relies on traditional methods that are not always relevant or exciting for those in urban areas and newer methods (such as social media and mobile phone based applications) need to be considered for these to be effective. As a general rule, all DPs supporting STAR-Ghana have been very satisfied with the manner in which the programme has been implemented and the results it has achieved, but it is noted that civil society remains largely uncoordinated and CSOs tend to operate alone or in silos.

3.2 Complementarity, synergy and donor coordination

EU support to governance since 2000 has included support to enhancing women's participation in elections; the CRC and CRIC; environmental governance; capacity building of the Ghana Immigration Service; a forensic laboratory for the Ghana Police Service; support to civil society, Parliament and the media through STAR-Ghana; IGIs involved in the electoral process, including the NCCE and Electoral Commission; the Ghana Integrated Financial Management Information System project; and substantial support to the decentralisation reform process. Under the Instrument of Stability, support is also provided to the Financial Intelligence Centre of the Bank of Ghana to enhance its capacity to fight money laundering, which in turn is linked to high-level corruption. Additional support to civil society was channelled through various instruments including the European Instrument for Democracy and Human Rights (EIDHR). The EU will formulate three programmes under the 11th EDF in addition to the current programme – one on agriculture, one on employment and social protection, and another programme for the governance sector which is intended to prioritise the decentralisation process, public finance management, and increasing transparency and accountability in the use and management of revenues from natural resources. The current programme is intended to compliment this programme by focusing on the demand side of accountability; by empowering citizens to demand services as of right; by focusing on prosecutions and courts primarily at the local level; and by improving CHRAJ's ability to deliver services through its regional and district offices. Support is also included to support and enhance other EU programmes in the area of environmental governance.

The current programme has been carefully designed to avoid overlap and compliment the work of all other DPs supporting governance. **Danida** provides support to the rule of law and CHRAJ under its

Right to Services and Good Governance Programme (2014-18) that includes core support to CHRAJ and support to the Judicial Service, Civil Society through STAR-Ghana, and to the main institutions involved in decentralisation. **USAID** will embark on a five-year Governance and Anti-Corruption programme (together with GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit)), focusing on corruption and strengthened civil society and accountability mechanisms at national and local levels. The **US Department of State** will support the Attorney General on criminal investigations, including capacity building of State Advocates.¹¹ **DFID** has approved an anti-corruption and accountability programme that includes a focus on the oil and gas sector and support to key Public Finance Management (PFM) institutions as potential anti-corruption agencies as well as contributing to Phase 2 of STAR-Ghana. **GIZ**'s current programme focuses on PFM and includes support to the Ghana Audit Service (GAS), Ghana Revenue Authority, civil society, the PAC and PIAC. **UNDP** (United Nations Development Programme) currently focus on the criminal justice sector. **UNODC** (United Nations Office on Drugs and Crime) focus mainly on transnational crime and strengthening the criminal justice system with some support in the area of anti-corruption, including support to CHRAJ to implement the UNCAC (United Nations Convention against Corruption) peer review process;¹² to CSOs working in anti-corruption; and to the Attorney General and EOCO to improve their capacity in relation to cyber crime. The **British High Commission** has supported the development of a code of conduct for state attorneys and to the Judiciary's justice-for-all programme. **France** began a four-year programme on accountability in the public sector in 2014, working with Central government, local government and civil society and providing limited support to CHRAJ and the police. **Canada** has provided support towards public service reform and works with Danida on decentralisation, which includes links to accountability and anti-corruption.

Co-ordination in the governance sector is through the Governance Working Group (GWG), currently co-chaired by USAID. Although it has met seldom in the past, the situation is reportedly expected to improve under the current chair. The EU, the eight Member States present in Ghana and the European Investment Bank have prepared a Joint Programming document that brings together the main aspects of ongoing bilateral programmes of each of the participants. The first phase of the Joint Programme (2013-2016) will enable EU partners to synchronise funding cycles while the second phase (2017-2020) is expected to be a full-fledged joint programming, which has the potential to radically increase coordination amongst the EU and Member States. In line with this and to improve coordination and avoid overlap, all member states currently supporting governance in Ghana will be invited to participate in all Steering Committee meetings.

3.3 Cross-cutting issues

Although the programme does not have a specific focus on gender, both CHRAJ and the Judiciary have mainstreamed gender in their strategic plans and support to these will support gender equality. Supporting CHRAJ's anti-corruption function will allow it to allocate more funds from its existing budget (including Danida support) to human rights and gender as well. STAR-Ghana has integrated gender equality and social inclusion into its systems and procedures and improvements in access to services and improved accountability are expected to benefit both men and women in rural and urban areas. The programme includes significant support to civic education, which will be expected to highlight the gender dimensions of any of the issues being addressed, and to training where the programme will seek to ensure that as many woman as men are trained from each of the institutions benefiting in this regard. The programme also envisages some support to the NCCE to assist the EPA to conduct civic education on the environment and climate change, while it is also anticipated that support to CSOs and the media will allow for both to include education and awareness on environmental issues. Finally, it is noted that the Short-term expert (STE) facility can be used to conduct research, including into the gender dimensions of corruption if required.

¹¹ The recently project director will be consulted before any support is provided by the EU to State Advocates under the current programme

¹² The draft report is 'close to completion', although it has had that status for some time.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

The **overall objective** of the programme is to promote good governance in Ghana by reducing corruption and improving accountability and compliance with the rule of law, particularly when it comes to accountability, anti-corruption and environmental governance. The **specific objective** is to contribute to current reform processes in the area of rule of law, accountability, anti-corruption and environmental governance through support to key institutions, while at the same time increasing the ability of the public, civil society organisations and the media to hold government to account.

The programme has two interlinked key results:

- Key Result Area 1: Accountability is enhanced, leading to increased accountability, a reduction in corruption and increased environmental governance.
- Key Result Area 2: Compliance with and respect for the rule of law is enhanced, particularly in the areas of accountability and anti-corruption.

4.2 Main activities

Key Result Area 1: Accountability is enhanced, leading to increased accountability, a reduction in corruption and increased environmental governance.

To achieve this result, the **main activities** are:

1. Building the capacity of civic education providers (NCCE, CHRAJ, CSOs and the media) to conduct campaigns, advocate and lobby for increased accountability and a reduction in corruption.
2. Supporting the NCCE to conduct joint civic education and awareness on accountability.
3. Supporting CHRAJ to conduct joint anti-corruption civic education campaigns and other activities in line with the NACAP.
4. Support to CSOs, the media, Parliament and selected Parliamentary Committees to enhance their accountability, anti-corruption and lobbying and advocacy roles and functions.

Note

Support to Parliament, CSOs and the media will be channelled through STAR-Ghana.

Key Result Area 2: Compliance with and respect for the rule of law is enhanced, particularly in the areas of accountability and anti-corruption.

The **main activities** under this KRA are:

5. Building the capacity of prosecutors to prosecute corruption and related offences.
6. Building the capacity of the Judiciary to hear and decide corruption cases and related offences and to hold government to account.
7. Establishment of a free web-based library/resource centre for all stakeholders and users of the justice system.
8. Support the police and Judiciary to combat corruption amongst their ranks.

Short-term expert (STE) facility

To increase flexibility and ensure that the programme is able to respond to an evolving environment, an STE facility is included. The facility will be available to all of the stakeholders included above as well as to ‘indirect’ stakeholders (those that are recognised as key institutions in governance and that meet the broad objectives of the programme, but who will not be funded as direct stakeholders under the programme) such as EOCO, the Public Interest and Accountability Committee and the EPA and to those institutions focusing on access to information (both those advocating for the Right to Information Bill to be finalised and adopted, and those working on its implementation once it is).

4.3 Intervention logic

In line with the human rights based approach, activities under KRA 1 target the ‘demand side’ of accountability and aim to increase the ability of citizens, CSOs and the media to hold government to account at both the national and local levels, including when it comes to how revenues are raised and spent and how services are delivered, and to improve their capacity to lobby and advocate for increased transparency and anti-corruption efforts. Support will be provided to all stakeholders to improve their understanding and capacity when it comes to anti-corruption and accountability before campaigns are undertaken. Campaigns on accountability will be led by the NCCE in partnership with other

stakeholders (including the EPA, CSOs and the media) and will focus inter alia on roles and functions of government at national and local level, services to which people are entitled and how to claim these, decision and budgetary-making process and how to participate in these, how to make one's voice heard, and processes and decision-making around the oil and gas industry. In addition, Parliament and its various committees, such as the Public Accounts Committee and the Committee on Mines and Energy, will be supported to enhance their oversight role of the executive and to increase accountability including in the extractive industries sector and in the area of environmental governance. In line with the NACAP, support under this KRA will also enhance the ability of the CHRAJ to perform its constitutional anti-corruption mandate and to become a lead player in the fight against corruption, including through public education and awareness (in concert with the NCCE and other stakeholders) and raising awareness amongst citizens and Municipal and District Assemblies (MDAs) of the NACAP as the overarching strategy for fighting corruption and through support to key activities under the NACAP (including those related to corruption in the oil and gas sector that are currently included in CHRAJ's strategic plan). It also recognises the critical role of the media and CSOs in educating the public and in exposing corruption, including in the oil and gas industry.

In line with the NACAP, and mindful that the definition of corruption may be revised, KRA 2 seeks to enhance the capacity of police prosecutors, State Advocates¹³ and, to a lesser extent, other prosecutors to prosecute cases of corruption, and the capacity of Magistrates and Judges (particularly those in the Circuit Courts) to hear and decide cases of corruption. It recognises that police prosecutors lack basic prosecution knowledge and skills and seeks to build these skills. Where possible, and if required, EPA prosecutors will also be invited to attend such training. More specialised training on prosecuting cases of corruption will be developed and provided to the 'best of the best' police prosecutors as well as CID detectives and State Advocates on the specific elements, evidence and skills required to prove corruption and possibly all of the new forms of corruption included in the new definition if an when it is adopted. Support is also included to the High Court, and in particular the Financial and Economic Crimes Courts that will also play the role of the Financial Administration Court for the foreseeable future, thus assisting to build capacity of the Judiciary to deal with both the criminal and civil matters referred to it and increasing the potential for accountability. High Court Judges will also be trained on the new definition of corruption, if and when it is adopted, and support will be provided to the Judicial Service to establish and maintain an electronic library for all users of the justice system (including the public) to address the lack of access to key laws, court judgments and related documents for prosecutors and lower level courts. To reduce corruption within the police and Judiciary, support is also provided to the Police Investigations and Professional Standards Unit (PIPS) and the Judiciary's Complaints Unit to increase their capacity and outreach when it comes to receiving and dealing with complaints of corruption amongst police and judicial officers. Although training is an integral part of KRA 2, it is not sufficient in itself and programme management will be specifically required to follow up and monitor the impact of training and other capacity development interventions to determine whether it is producing concrete outcomes and to adapt such interventions as required.

In addition, and to increase ownership and sustainability in relation to both KRA 1 and KRA 2, memoranda of understanding will be entered into with key stakeholders to ensure that capacity building interventions are agreed to, in line with priorities, supported and maintained after the end of the project (for example, through integrating training programmes developed by the programme into regular training curricula).

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

¹³ It is unclear as yet whether sufficient training will be provided to State Advocates by US Embassy or whether additional training will be required.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in sections 4.1 will be carried out and the corresponding contracts and agreements implemented is 60 months from the date of entry into force of the financing agreement. Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

5.3 Implementation modalities

5.3.1 Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Audit	Service	2	third trimester 2018 and second trimester 2021
Evaluation	Service	2	third trimester 2018 and second trimester 2021
Visibility	Service	2	First trimester 2017 and last trimester 2018

5.3.2 Indirect management with a Member State agency - International and Ibero-American Foundation for Administration and Public Policies (FIIAPP)

A part of this action may be implemented in indirect management with the International and Ibero-American Foundation for Administration and Public Policies (FIIAPP) in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of Regulation (EU) 2015/323. Implementation by FIIAPP will include oversight of the entire programme, establishing and staffing a management unit, providing technical advice and assistance to all stakeholders, following up and monitoring the impact of all capacity building interventions, formulating and entering into memoranda of understanding with key stakeholders, and assisting stakeholders to implement activities. It is justified because the programme includes support to all three branches of government (Judiciary, Executive and Legislature), civil society and the media, and independent constitutional bodies, it would be difficult to place the programme in the Executive or Judiciary, and neither the Ministry of Justice nor the Judiciary (the most likely places to house the programme) have the necessary capacity, skills or experience. It is also clear, based on their assessment, that the National Authorising Officer (NAO) would not be able to manage either.

FIIAPP has significant experience with implementing programmes on rule of law, access to justice and accountability. FIIAPP has supported and implemented 157 justice related programmes in 59 countries and has managed 28 anti-corruption and accountability projects in 18 countries. It has significant linkages with Spanish partners such as the Ministry of Justice, General Council for the Judiciary, Spanish Prosecutor's Office and Home Office (specifically the National Police Force) on which it can draw during implementation.

The entrusted entity would carry out the following Budget Implementation tasks:

- Establishing a management unit to oversee the implementation of the entire programme.
- Overseeing the implementation of all programme activities, including those allocated to STAR-Ghana and the NCCE, monitoring the impact of all capacity building interventions, formulating and entering into memoranda of understanding with key stakeholders, providing technical assistance as required, and managing the fund for activities and a short-term expert facility.

- Building the capacity of all programme beneficiaries to conduct civic education and awareness campaigns on accountability and anti-corruption.
- Assisting NCCE to complete its grant application process, to develop annual workplans and budgets, and to conceptualise and implement civic education campaigns on accountability.
- Assisting CHRAJ, Police, Attorney-General and the Judiciary and Judicial Service to develop workplans and budgets and to implement activities listed in the logframe.
- Development of all training materials required, roll out of training and evaluation as set out in the logframe.
- Technical Assistance (TA) to develop the internet-based resource centre and to the police and Judiciary to improve anti-corruption within their ranks.
- Launching calls for tenders and for proposals as and when required.
- Definition of eligibility, selection and award criteria for tenders and proposals.
- Evaluation of tenders and proposals.
- Award of grants, contracts.
- Acting as contracting authority concluding and managing contracts, carrying out payments, recovering moneys due and cancelling debts that cannot be recovered.
- Monitoring and evaluation of all programme activities, including those delegated to STAR-Ghana.
- Providing regular narrative and financial reports to the Steering Committee and EU Delegation (as per the final agreement).
- Annual audit.

5.3.3 Indirect management with Department for International Development (DFID) UK

A part of this action, with the objective of supporting Parliament, civil society and the media to increase accountability and reduce corruption as outlined under KRA 1 in section 4.2, may be implemented in indirect management with the DFID in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of Regulation (EU) 2015/323. The funds allocated under this Delegation Agreement will be to support STAR-Ghana and the entrusted entity would be responsible for ensuring all STAR-Ghana activities are implemented in line with their annual and other work plans. This implementation is justified because STAR-Ghana is the leading actor in Ghana when it comes to supporting CSOs, the media and Parliament and has a proven track record in this regard. It is a multi-donor pool funding mechanism for grants to CSOs, Parliament and the Media, originally established by DFID (who also pay for the management costs) and supported by DFID, USAID, Danida and the EU (through a Delegation Agreement with DFID). The current phase of the programme runs from 2010-2015 and while the process of formulating the second phase of STAR-Ghana is still being finalised (to commence mid 2015), the new phase will have an increased focus on the main areas addressed by the current programme (governance and the institutions of governance and anti-corruption).

The entrusted entity would carry out the following Budget Implementation tasks:

- Launching calls for tenders and for proposals as and when required.
- Definition of eligibility, selection and award criteria for tenders and proposals.
- Evaluation of tenders and proposals.
- Award of grants and contracts.

5.3.4 Indirect Management with the Partner country

A part of this action, with the objective of Enhancing Accountability leading to a reduction in corruption as outlined in KRA 1 in section 4.2, may be implemented in indirect management with the Republic of Ghana in accordance with Article 58(1)(c) of the Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of Regulation (EU) 2015/323 according to the following modalities:

Implementation through the grant to NCCE: direct award:

(a) Objectives of the grant, fields of intervention, priorities of the year and expected results

With technical assistance, advice and support from the Coordination Unit, NCCE will design, conduct, monitor and evaluate at least two major national civic education and awareness campaigns on accountability generally and at least one campaign (together with the EPA) on environment and

environmental governance. Such campaigns will aim to increase public participation in democratic and financial decision-making, including in environment and environmental governance; and in holding government to account at both national and local levels (for example, what the entry points are and what forms of participation are available at each entry point). NCCE will prepare annual workplans and budgets for approval by the Steering Committee and will report directly to the Steering Committee on all activities conducted and results and impact attained.

The grant will be awarded only after the management unit has been established and will only be available during 2015 and 2016 for the development of messages, methods and materials. To avoid overlapping with concerted voter education campaigns leading up to the 2016 elections, actual campaigns will only begin in 2017. Priorities for each year of the programme will be determined by the NCCE with the assistance of the TA responsible for communication and civic education, in consultation with relevant stakeholders, and approved by the Steering Committee prior to implementation. The main activities to be included in the grant will be negotiated with the EU and NAO when the grant is drafted. Main expected result is that accountability is enhanced, leading to a reduction in corruption and increased environmental governance.

(b) Justification of a direct grant

Under the responsibility of the authorising officer by delegation, the recourse to an award of a grant without a call for proposals is justified because the NCCE is established by Chapter 19 of the Constitution and the NCCE Act (452 of 1993) as the sole independent constitutional body tasked with creating and sustaining within the society the awareness of the principles and objectives of the Constitution as the fundamental law of the people of Ghana; educating and encouraging the public to defend the Constitution at all times; formulating programmes at the national, regional and district levels aimed at realising the objectives of the Constitution; formulating, implementing and overseeing programmes intended to inculcate in the citizens of Ghana awareness of their civic responsibilities and an appreciation of their rights and obligations as free people. The grant will also allow to greater flexibility, reduce the workload on NAO and EU Delegation and contribute to greater ownership by the NCCE and by Ghana as a whole.

(c) Eligibility conditions

Not applicable – direct award.

(d) Essential selection and award criteria

The essential selection criteria are financial and operational capacity of the applicant.

The essential award criteria are relevance of the proposed action to the objectives of the call; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(e) Maximum rate of co-financing

The maximum possible rate of co-financing for this grant is 100%.

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012, if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100 %. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(f) Indicative trimester to contact the potential direct grant beneficiary

First trimester 2017¹⁴.

5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act shall apply.

¹⁴ See para (a) above.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.5 Indicative budget

Module	EU contribution (EUR)	Indicative third party contribution, in currency identified
2.1.2 Indirect management with FIIAPP	13 000 000	Nil
2.1.3 Indirect management with DFID	4 000 000	To Be Determined
2.1.4 Indirect management with the Government of Ghana (Grant to NCCE)	2 200 000	Nil
2.6 and 2.7 Evaluation and audit	450 000	N.A.
2.8 Communication and visibility	50 000 ¹⁵	N.A.
Contingencies	300 000	N.A.
Totals	20 000 000	To Be Determined

5.6 Organisational set-up and responsibilities

The contracting authority for the programme shall be the National Authorisation Office.

Steering Committee (SC)

The Steering Committee will be made up of:

- A representative of each of the main stakeholders of the programme (CHRAJ, NCCE, STAR-Ghana, Ghana Police, Judiciary, Judicial Service, Attorney General/DPP).
- A representative of the NAO.
- A representative of the EU Delegation.

In addition, all DPs supporting governance in Ghana will be invited and encouraged to attend SC meetings to share experiences, coordinate their work and avoid overlap.

The SC will be led by the NAO and will meet quarterly. The Chairperson will be drawn from the members of the SC and will rotate every 12 months.

Coordination Unit (CU)

As dealt with in detail in 2.3.1 above, FIIAPP will be responsible for establishing a coordination unit (CU) with the responsibility for overseeing the implementation of the entire programme, including providing technical and assistance to CSOs, the media and Parliament supported by the Delegation Agreement with DFID in relation to STAR-Ghana.

Full details of the roles, functions and makeup of the SC, as well as the roles and functions of the NAO and Coordination Unit, will be included in terms of reference for the SC at the start of the programme.

¹⁵ Funds for communication and visibility are included in the two Delegation Agreement and the grant to NCCE and are not taken into account in this line.

5.7 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.8 Evaluation

Having regard to the nature of the action, mid-term and final evaluations will be carried out for this action or its components via independent consultants.

The mid term evaluation will be carried out for problem solving and realignment of activities to address any changes that have occurred.

The final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision) and to consider the possibilities of a further phase.

The Commission shall inform the Beneficiary at least two months in advance of the dates foreseen for the external missions. The Beneficiary shall collaborate efficiently and effectively with the monitoring and/or evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively two contracts for evaluation services shall be concluded in the third year and in the final year of the programme.

5.9 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

Indicatively, two contracts for audit services shall be concluded in the third year and in the final year of the programme.

5.10 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.5 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

As a general rule, FIIAPP will be responsible for all communication and visibility measures for the programme, which shall be based on a specific Communication and Visibility Plan of Action to be elaborated before the start of implementation, supported with the budget allocated to FIIAPP in the Delegation Agreement, and implemented by the entrusted entity as stipulated in the Delegation Agreement. The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

With regard to all activities conducted by STAR-Ghana, DFID will be responsible for ensuring communication and visibility measures are addressed by STAR-Ghana. Such measures shall be based on a specific Communication and Visibility Plan of Action to be elaborated before the start of implementation, supported with the budget allocated to DFID in the Delegation Agreement, and implemented by DFID as stipulated in the Delegation Agreement. The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

The NCCE will be responsible for ensuring communication and visibility measures are addressed in all activities supported by the grant. Such measures shall be based on a specific Communication and Visibility Plan of Action to be elaborated before the start of implementation, supported with the grant allocated to NCCE, and implemented by the NCCE as stipulated in the grant contract. The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

Budgetary provision has been made for strategic communication services to strengthen visibility of this action and its objectives. Indicatively, two contracts for services for a total budget of EUR 50 000 shall be concluded under a framework contract or other relevant tendering procedures in the second year and the third year of the programme.

APPENDIX - INDICATIVE LOGFRAME MATRIX

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose on the achievement of results as measured by indicators.

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets By end of Programme	Sources and means of verification	Assumptions
Overall objective: Impact	To promote good governance in Ghana by reducing corruption and improving accountability and compliance with the rule of law, particularly when it comes to accountability, anti-corruption and environmental governance.	<ul style="list-style-type: none"> • Increase in compliance with good governance, rule of law and accountability at both national and local levels. • Decrease in corruption and perceptions of corruption, including in the oil • Increased public participation in democratic and public finance decision-making. 	<ul style="list-style-type: none"> • Mo Ibrahim Index on accountability (2014). Score 68.2 • Transparency International Corruption Perception Index (CPI) 2014: Score -48. • Resource Governance Index (RGI) (2013) - Score 63 • Mo Ibrahim Index on Participation (2014)- Score 73.6 	<ul style="list-style-type: none"> • Mo Ibrahim – Score 73 • CPI Score 51 • RGI –Score 73 • Mo Ibrahim Participation: Score 74 	<ul style="list-style-type: none"> • Mo Ibrahim Index on accountability 2020 • CPI 2020 • Afrobarometer studies (2016 and 2020) • Resource Governance Index (RGI) 2020 	<ul style="list-style-type: none"> • Democratic governance and political stability will be maintained. • Government will remain committed to fighting corruption and increasing accountability and transparency, including in oil and gas
Specific objective: Outcome	To contribute to current reform processes in the area of rule of law, accountability, anti-corruption and environmental governance through support to key institutions, while at the same time increasing the ability of the public, civil society organisations and the media to hold government to account.	<ul style="list-style-type: none"> • Increase in public awareness and understanding of accountability and corruption. • Increased public participation in democratic decision-making • Increase in ability of citizens, civil society and the media to hold government to account. • Increase in levels of confidence in CHRAJ in anti-corruption • Increase in reports of corruption to CHRAJ. • Increase in reports of corruption to police • Increase in successful prosecution of high- and low-level corruption. • Reduction in personal experiences of corruption. 	As at Overall Obj plus: <ul style="list-style-type: none"> • Afrobarometer Round 5 (2012) (see data below). • RDE/APRM Baseline Survey (2013 /14) (see data below). • CHRAJ case statistics for 2014. • CHRAJ corruption baseline study (2014). • Police and court statistics (2014). 	As at Overall Obj plus: <ul style="list-style-type: none"> • % increase in awareness of how to hold government to account. • 20% participated in decision making at MMDA level in past 3 yrs • 300% increase in reports of corruption to police. • 300% increase in reports of corruption to police. • 500% increase in reports of corruption to CHRAJ • 20% of those who experience corruption report to CHRAJ • 70% trust CHRAJ some or a lot. 	As at Overall Obj plus: <ul style="list-style-type: none"> • Police Statistics • Court statistics • CHRAJ statistics • RDE/APRM studies • Auditor General Reports • Budget statements. • Whistle-blower mechanisms. • Reports of national surveys on public perception, awareness, attitudes, and performance of anti-corruption agencies. • Mid-term review report. • Reports of other DPs supporting governance. • Steering committee reports and minutes. • Final evaluation report. 	<ul style="list-style-type: none"> • Government will fund ICBs adequately to perform their mandates. • Government will comply with requirements for transparency in the oil and gas sector. • Government buy-in to the NACAP is assumed. • Courts and prosecutors will be able to cope with increase in number of corruption cases. • Judges, Magistrates and prosecutors will be susceptible to training.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Outputs</p>	<ul style="list-style-type: none"> • 3 x Workshops (including training of trainers) on accountability and anti-corruption for CHRAJ, NCCE, CSOs and the media. • 2 x Joint public education campaigns on accountability (NCCE, CSOs and the media) • 1 x public education campaign on environmental governance (NCCE and EPA) • 2 x joint campaigns on anti-corruption (CHRAJ, NCCE, CSOs, media). • Training workshops and training materials (and training of trainers) for police (and other) prosecutors. • 1 x Prosecutors Manual. • Training workshops on corruption for Magistrates and District Court Judges and related materials. • 1x Benchbook for Magistrates and Judges. • Establish website-based library/ resource centre. • Study how to improve cooperation and coordination in prosecuting corruption cases completed. • Needs assessment for improving capacity and outreach of PIPS Unit and Judiciary Complaints Unit conducted. • Relevant equipment and capacity development provided to PIPS Unit and Judiciary Complaints Unit (based on needs assessment) <p>Note on Parliament, Media, CSOs Support is provided to these through STAR-Ghana and outputs will be determined by STAR-Ghana.</p>	<ul style="list-style-type: none"> • No. workshops on accountability and anti-corruption conducted. • No. of trainers trained. • No. of joint public education campaigns on accountability. • No. of public education materials on produced. • No. of people reached by public education campaigns. • No. of training workshops for police (and other) prosecutors. • No. of trainers trained to train police prosecutors. • No. of training materials produced. • No. of Prosecutors Manuals produced and distributed. • No. of workshops for Magistrates and Judges. • No. of training materials for Magistrates and Judges produced. • No. of Magistrates and Judges trained. • No. of Benchbooks produced and distributed. • E-library / resource centre established and up-to-date. • Report of study on how to improve cooperation and coordination in prosecuting corruption cases completed. • Needs assessment for improving capacity and outreach of PIPS Unit and Judiciary Complaints Unit report. • No. of equipment provided to PIPS Unit and Judiciary Complaints Unit. 	<p>Idem as above for the corresponding indicator.</p>	<p>Idem as above for the corresponding indicator.</p>	<ul style="list-style-type: none"> • Public education campaign reports. • Public education materials. • CHRAJ system examination reports. • Service charters. • Course materials. • Workshop reports and attendance lists. • Prosecutors' Manual • Benchbook. • Report of study on how to improve cooperation and coordination in prosecuting corruption cases. • Needs assessment report of Fin Administration and Fin and Economic Crime Courts. • E-library website and materials. • Report of study on how to improve Police Investigations and Professional Standards Unit. • Equipment registers. 	<ul style="list-style-type: none"> • Turnover in police prosecutions staff. • Reluctance by senior officers and officials to allow prosecutors, Magistrates, Judges etc. to attend training. • Limited internet access for targets of e-library and high data costs. • Low commitment to uploading data and maintaining e-library. • Lack of commitment by police and Judiciary to capacitate and roll out complaints bodies. • Poor maintenance of equipment.
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	<p>Note on CHRAJ outputs It will be up to CHRAJ to determine activities to prioritise in line with the NACAP that may lead to the following outputs:</p> <ul style="list-style-type: none"> • Workshops for Ministers, MPs and Heads of MDAs & MMDAs on Public Sector Ethics and Code of Conduct. • Service Charters • Annual studies on corruption. • National surveys on anti-corruption agencies. 					
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Baseline data

Public perceptions of corruption:

- Afrobarometer Round 5 (2012) – % answering ‘all’ or ‘most’ of the following are involved in corruption:
 - Government Officials - 35% (decrease to 30%) (M 35%; F 34%)
 - Assembly members - 25% (decrease to 20% etc.) (M25%; F 25%)
 - District Chief Executives- 33% (M 33%; F 32%)
 - Police Officials - 55% (M 56%; F 54%)
 - Judges and Magistrates - 34% (M 34%; F 33%)
- RDE/APRM (2013): % answering ‘all’ or ‘most’ of the following are involved in corruption:
 - President and Officials in his Office - 39% (decrease to 34%) (M 38%; F 39%)
 - MPs - 47% (decrease to 42% etc.) (M 46%; F 47%)
 - Government employees - 44% (M 45%; F 43%)
 - Assembly men and women - 36% (M35%; F 35%)
 - Police Officials - 71% (M 71%; F 70%)
 - Judges and Magistrates - 37% (M 37%; F 36%)
- RDE/APRM (2013): % answering corruption has increased a lot or a bit over past 3 years –
 - Generally - 68% (M 70%; F 66%)
 - Senior Government Officials – 67% (M 67%; F 65%)
 - Police officials – 66% (M70%; F 66%)
 - Local Government officials – 66% (M 67%; F 65%)
 - Judges and Magistrates – 57% (M 58%; F 55%)
 - Pvt sector – 56% (M 57%; F 53%)
 - Oil sector – 52% (M 57%; F 53%)

Experiences of corruption:

Afrobarometer (2012): % answering ‘once or twice’, ‘a few times’ or ‘often’ when asked if they had experienced corruption:

- To get a document/permit – 12% (M 14%; F 9%)
- Get water or sanitation – 8% (M 9%; F 5%)

- Get treatment at clinic/hospital – 9% (M 10%; F 7%)
- Avoid problem with police – 11% (M 14%; F 8%)
- Get place at school for a child – 7% (M 7%; F 5%)

RDE/APRM (2013): % answering ‘once or twice’ or ‘a few times’ or ‘often’ when asked if they had experienced corruption:

- To get a document/ permit – 18% (M 19%; F 15%)
- Get water or sanitation – 20% (M 20%; F 18%)
- Get treatment at clinic/hospital – 20% (M 20%; F 20%)
- Avoid problem with police – 19% (M 22%; F 15%)
- Get place at school for a child – 20% (M 21%; F 17%)
- Get a contract with government – 13% (M 15%; F 13%)
- Get a Judge /Magistrate to decide in favour – 9% (M 10%; F 7%)
- Get court clerk to register case – 10% (M 12%; F 9%)

Understanding of evils of corruption:

RDE/APRM (2013): % identifying major evil (1st response) as:

- Takes money away from development (49%) (M 46%; F 39%)
- It is a crime (15%) (M 15%; F 15%)

Knowledge and understanding of CHRAJ’s anti-corruption mandate:

RDE/APRM (2013):

- % identifying which institution specifically set up to deal with corruption – 23% (M 25%; F 20%)

Confidence in CHRAJ

RDE/APRM (2013):

- % of those with experience of corruption who reported to CHRAJ – 12%
- % answering they trust CHRAJ ‘some’ or ‘a lot’ – 62% (M 63%; F 60%)
- % identifying CHRAJ as the place they would report corruption – 23%

No. of corruption complaints received:

- CHRAJ total 2014.¹⁶
- Police total 2014.¹⁷

Oil and gas

- Resource Governance Index (2013) – Composite score of 63¹⁸
- Public perception of corruption in the oil and gas industry – RDE/APRM Baseline Study (2013) – 55 % answering corruption has increased a lot or a bit over past 3 years

¹⁶ TBD by MU. The figure for 2013 was 42.

¹⁷ TBD by MU.

¹⁸ Score for 2014 to be inserted once known.

- RDE/APRM (2013):
 - Confident government will manage revenue for good of the people – 36% (M 38%; F 35%)
 - MP asks for views of community – 16% (M 16%; F 15%)
 - Clear how money will be spent – 26% (M 27%; F 24%)
 - Confident government will prevent corruption – 44% (M 46%; F 42%)

Understanding of how to participate in decision-making processes:

RDE/APRM (2013):

- % who would know how to contact an Unit Committee by calling – 56%
- % who would know how to contact an Unit Committee by attending meeting – 13%
- % who would know how to contact an MMDA member by contacting in person – 31%
- % who would know how to contact an MMDA member by attending meeting – 28%

Attendance at community meeting in past year: RDE/APRM (2013): 53%

Participation in development decision-making processes

RDE/APRM (2013):

- % participated in development decision making at MMDA level – 10%
- % participated in mid-term development planning – 9%

Confidence in police (reporting of corruption)

RDE/APRM (2013):

- % of those with experience of corruption who reported to police – 14%

Case statistics¹⁹

- Number of low level cases of corruption reported to police during 2014.
- Number of high level cases of corruption reported to police during 2014.
- Number of cases of corruption prosecuted during 2014 in Magistrates Courts.
- Number of cases of corruption prosecuted during 2014 in District Courts.
- Number of cases of corruption prosecuted during 2014 in High Courts.
- % of cases of corruption prosecuted at Magistrate Court leading to conviction during 2014.
- % of cases of corruption prosecuted at District Court leading to conviction during 2014.
- % of cases of corruption prosecuted at High Court leading to conviction during 2014.
- Number of matters referred to Financial Administration Court end 2015

¹⁹ TBD by MU.