



ARAP

Accountability, Rule of law and
Anti-Corruption Programme

PROGRAMME BRIEF

APRIL 2019

Funded by



EUROPEAN UNION

Implemented by



FIIAPP

COOPERACIÓN ESPAÑOLA



<u>Acronyms</u>	<u>Stands for</u>
ADR	Alternative Dispute Resolutions
AG / OAG	Attorney General / Office of the AG
ARAP	Accountability, Rule of Law and Anti-corruption Programme
CHRAJ	Commission on Human Rights and Administrative Justice
CU	Coordination Unit
DANIDA	Danish International Development Agency
PPD	Public Prosecution Division of the OAG
DPs	Development Partners
EC	European Commission
EOCO	Economic and Organised Crime Office
EPA	Environmental Protection Agency
EUD	European Union Delegation
FIIAPP	International and Ibero-American Foundation for Administration and Public Policies
FLS / FLST	Front Line Supervisors / FLS Training
GoG	Government of Ghana
GPS	Ghana Police Service
IMS	Information Management System
JS	Judicial Service
KRA	Key Result Area
LAC	Legal Aid Commission
LAS	Legal Aid Scheme (former LAC)
NACAP	National Anti-corruption Action Plan
NACoRD	NACAP Online Reporting Dashboard
NCCE	National Commission for Civil Education
OSP	Office of the Special Prosecutor
PE	Public Education
PIPS	Police Intelligence and Professional Standards Unit
PPSB	Police Professional Standards Bureau (former PIPS)
PRCU	Public Relations and Complaints Unit
STAAC	Strengthening Action Against Corruption
STAR-Ghana	Strengthening Transparency, Accountability and Responsiveness in Ghana
ToT	Training of Trainers

ARAP Programme Brief

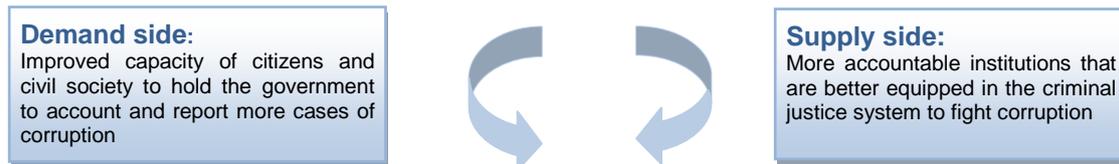
Project Title:	Ghana Anti-Corruption, Rule of Law and Accountability Programme (Ghana-ARAP)
Start/Final Dates:	January 2016 – January 2021
Beneficiaries: Ghana citizens	<p>Direct Stakeholders:</p> <ul style="list-style-type: none"> • Commission on Human Rights and Administrative Justice (CHRAJ) • National Commission for Civic Education (NCCE) • Judiciary and Judicial Service (JS) • Public Prosecution Division, PPD, Office of the Attorney General (OAG) • Ghana Police Service (GPS) <p>Indirect Stakeholders:</p> <ul style="list-style-type: none"> • Economic Organised Crime Office (EOCO) • Environmental Protection Agency (EPA) • Legal Aid Scheme/Commission (LAS/LAC) <p>Implemented by</p> <ul style="list-style-type: none"> • FIAPP: ARAP Coordination Unit: €13M under EU/FIAPP Delegation Agreement • Star Ghana II facility: €4M under EU/DFID Delegation Agreement to implement component 4 of the programme • NCCE through a direct grant to Government of Ghana (2,2 M€), implementing component num. 2
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THE PROGRAMME

Objective: 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.

Corruption is a complex, multidimensional problem, deeply embedded in social, political and economic dynamics. The complexity of the issue has profound implications for the programme strategy. A multi-level, multi-stakeholder approach is therefore adopted, to support national efforts addressing both the supply and demand side of the accountability and anti-corruption chain.

On the demand side, the focus is on raising awareness among citizens and civil society actors in order to hold the government to account, demand more accountability and tolerate less corruption. Efforts on the supply side seek to enhance the capacity of the criminal justice system to be more accountable as well as better equipped to deal with cases of corruption.



As a result, citizens will be enabled to become active citizens, making requests for information and reporting corruption. State institutions will be more responsive and accountable by responding to those demands, sharing information and prosecuting corruption cases more purposefully.

Expected Results

The programme has two key interlinked results:

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 (implemented by NCCE).
3. Supporting CHRAJ to conduct anti-corruption campaigns and activities in line with NACAP.
4. Supporting CSOs, the media, Parliament and selected Parliamentary Committees to enhance their accountability, anti-corruption, lobbying and advocacy roles and functions (implemented by STAR-Ghana).

Key Result Area 2:

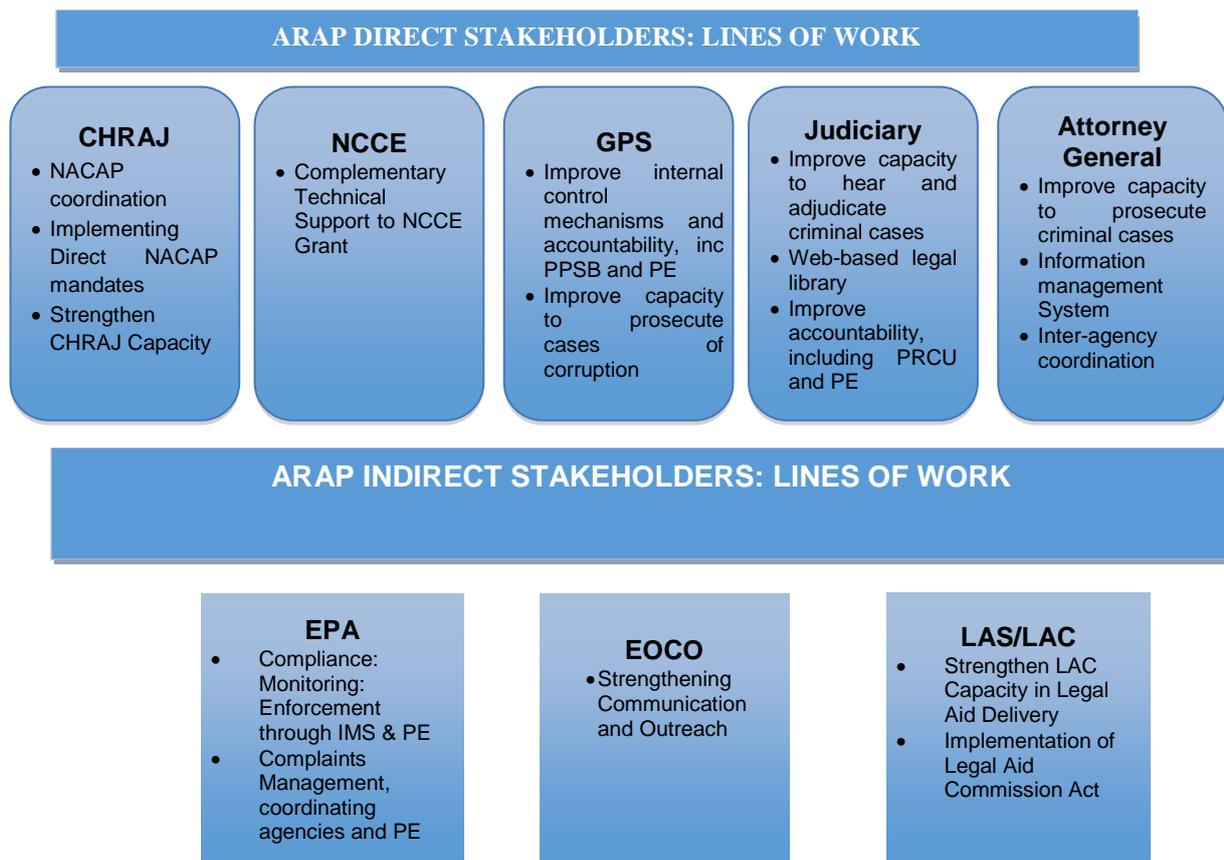
Compliance with and respect for the rule of law is enhanced, particularly in the areas of accountability and anti-corruption. The main activities under this KRA are:

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

PROGRESS AND CURRENT STATUS

Stakeholders and Workstreams

From an institutional approach, key result areas and components can be reorganised into work streams according to the expected outcomes by stakeholder (including indirect stakeholders). The work plan is therefore structured in the following lines of work:



The initial design allowed for the three indirect stakeholders to participate in other stakeholder's activities. However, their role has evolved beyond that, for instance after the recent passing of the Legal Aid Commission Act and the recent EOCO's support to their communication and outreach. Therefore, indirect stakeholders are becoming actively involved players, as they have identified their own demands and are implementing their own activities.

Thematic Areas

From a substantive point of view, ARAP support to the different stakeholders can also be articulated in three complementary thematic areas:

1. **Prevention: accountability, professionalism, ethics and internal corruption control**

Ensuring that public servants perform their duties with ethics and professionalism while strong complaints mechanisms are put in place to report ethical misconduct and corruption enable to increase accountability and prevent corruption.

ARAP supports a range of public bodies such as the **Ghana Police Service**, the **Judicial Service** and the **Environmental Protection Agency** towards these efforts.

In the Ghana Police Service, ARAP is supporting (among others) the Police Professional Standards Bureau (PPBS, former PIPS), boosting internal control mechanisms, while strengthening front line supervision throughout the Police Force.

In the Judicial Service, ARAP is supporting the establishment and roll out of the Public Relations and Complaint Units (PRCU) across all regions of Ghana, where citizens can file their complaints in cases of corruption or misconduct related to Judges.

Similarly, ARAP has been working with the Environmental Protection Agency (EPA) to enhance complaints management (including public education about how to report) and compliance monitoring, which is also an effective way to **detect breaches of law and opportunities for corruption in the private sector**. Specifically, ARAP is supporting the digitalisation of EPA's compliance monitoring of EPA permit-holders, piloting a newly developed system.

ARAP is also supporting the Commission for Human Rights and Administrative Justice, in its NACAP mandate of working with other institutions to build a culture of ethics and professionalism, as well as to strengthen their reporting and complaining mechanisms.

Overall, this area of work aims to ensure that public bodies adhere to accessible and user-friendly codes of conduct and standard procedures, enabling citizens to file complaints and hold the state institutions to account.

2. Enforcement: a stronger and more coordinated criminal justice chain

Ghana's regulatory and legislative anti-corruption framework broadly complies with international standards. The main actual challenge is the implementation and coordination between the different actors working in the criminal justice chain.

As a result, ARAP has been supporting **CHRAJ** in their investigative area as well as the **Office of the Attorney General** and **Police Prosecutors** to strengthen the prosecution service. In particular, the focus has been on enhancing communication and information sharing and facilitating joint work, with an ongoing focus on corruption. ARAP is ready to support the Office of Special Prosecutor once is fully established.

Likewise, case adjudication in the **Judiciary** is being supported towards a more standardised management of the Courts. The creation of a web-based legal library will make legislation and judgements available not only to the whole Judiciary but also to the rest of the criminal justice system.

ARAP's specific focus on environmental governance is articulated via different stakeholders such as EPA, OAG and JS. It is reflected through the development of special tools and capacity building activities, the support to the prosecution and adjudication of environmental offences in the criminal justice chain.

3. Cross Cutting Issues

I. **Environmental Governance as a Sector Approach**

Anti-corruption programmes have proven to work better when focussing on a specific "issue", problem or sector. ARAP selected environmental governance, a cross-cutting issue which can be approached from both the demand and supply side of accountability and anti-corruption.

ARAP therefore works with the Environmental Protection Agency in areas related to preventing corruption. Support is particularly given to improve and digitalise their monitoring compliance system, strengthen their complaints management system as well as enforcement (prosecution).

The ARAP/EPA collaboration also focusses on developing strategies on public education for a better, more transparent and responsive environmental governance system in Ghana. To focus such efforts, initial support addresses the problem of illegal and non-compliant small-scale mining, which is a major political and environmental issue in Ghana. Newly developed systems will eventually be applied across the EPA's entire environmental portfolio.

Additionally, ARAP is working with institutions in the criminal justice chain to strengthen the legal system's capacity to prosecute and adjudicate environmental crimes, by developing manuals and training modules for investigators, prosecutors and judges.

II. Public Education

From international experience, the difficulty to successfully prevent corruption without changing overall public attitudes, both in adults and children, is now understood. ARAP therefore supports a broad range of public institutions (CHRAJ, NCCE, GPS, Judicial Service and EPA) to deliver awareness raising campaigns and public and civic education.

Similar to the other mentioned thematic areas, the programme fosters collaboration and joint activities between public education providers, by facilitating shared platforms to coordinate efforts and share critical information. Specifically, a Public Education Working Group brings stakeholders together to discuss, coordinate and work together on different areas. Within this platform, the stakeholders have identified five critical action areas to focus on during the length of the Programme. These included:

- i) Awareness on corruption, public accountability and environmental governance (led by NCCE);
- ii) Public Education on NACAP (led by CHRAJ);
- iii) Public Education in public service delivery (to be developed by STAR-Ghana);
- iv) Public Education and Environmental Governance, (led by EPA);
- v) Public Education and Law Enforcement (led by the Ghana Police Service).

III. Information Management

Improved Information Management Systems are powerful instruments for a more accountable, transparent and open government, as well as for better informed decision making processes. Lack of data and information hinder a good understanding and analysis of the situation and the impact of measures undertaken. The availability of information and evolution of data enable a stronger evidence-based policy design as well as a better definition of programmes and projects to implement them and address the needs and gaps.

As a result, ARAP is supporting this work stream with many stakeholders, particularly the EPA (developing an e-compliance monitoring system) and the Office of the Attorney General, where an e-case register system has been developed and is being used in all 10 regions across the country. ARAP also works with PPBS (Police Professional Standard Bureau) to develop a comprehensive complaints management e-system, the Judiciary through the Public Relations and Complaint Units (PRCU), as well as CHRAJ in its NACAP progress monitoring platform (NACoRD - NACAP Online Reporting Dashboard).

MAIN ACTIVITIES AND OUTPUTS AT THIS STAGE

This chapter reports on the latest developments (last three months) of ARAP support to every stakeholder (activities, challenges, perspectives) while maintaining the background of the main achievements (activities and outputs) until now.

Commission for Human Rights and Administrative Justice (CHRAJ)

ARAP supports CHRAJ in its mandate regarding NACAP (National Anti-Corruption Plan) coordination. Particularly so in the elaboration of the [2016 NACAP Progress Report](#) and the [2017 NACAP Progress Report](#) as well as in the development of the 2018 Annual Working Plan. An e-tool has also been developed to report on the implementation of the responsibilities of CHRAJ under NACAP, as well as by NACAP Implementing Partners to submit their progress report on the implementation of the Action Plan. (NACorD). To enhance the achievement of their mandate, CHRAJ received 10 computers, printers and other electronic equipment. Support has also been given to conduct field monitoring visits to NACAP Implementing Agencies and to the commemoration of 2017 and 2018 International Anti – Corruption Week. A [Communication Strategy](#) has been developed to raise awareness of NACAP (yet to be approved by CHRAJ).

The ARAP workstream of collaboration for NACAP implementation started during 2018 and included: An ethics training for Officers of Ministries, Departments and Agencies (MDAs), as part of the Public Service Integrity Programme; and a training for CHRAJ staff to carry out systemic investigations on corruption within State institutions.

LATEST DEVELOPMENTS - CHRAJ

- Several CHRAJ officers were trained on **basic investigation techniques, human rights, anti-corruption and administrative justice** for a week.
- **NACoRD** (NACAP Online Reporting Dashboard) was finalised. A recent workshop was organised for MMDAs, MDAs and CSOs, to enable them use the NACoRD as required and make suggestions. Also, members of the IT and M&E of CHRAJ were trained to ensure the full transferal of the application.
- The development of the **CHRAJ Strategic Plan** is expected to start.
- In May, the institution will gather to prepare of **NACAP 2018 Annual Progress Report** as well as to **develop the 2020/21 Annual Work Plan** (AWP).

National Commission for Civic Education, NCCE

NCCE is an independent implementer of ARAP through direct EU funds for awareness raising (public education campaigns). ARAP CU (FIIAPP) provides the institution with technical assistance in several components and has also funded initial activities, particularly a [Research on accountability, anticorruption and environmental governance](#)¹.

¹ DOC 1: NCCE SURVEY ON PUBLIC PERCEPTION ON THE STATE OF CORRUPTION, PUBLIC ACCOUNTABILITY AND ENVIRONMENTAL GOVERNANCE

To inform the research, a Public Education Working Group was set up, bringing together a broad range of actors in the anti-corruption chain, to discuss and agree on joint public education strategies. A survey was then developed, which was validated and printed in 2017. Research assistants were afterwards trained.

During 2018, direct support to NCCE was limited, as the grant was received by the institution. ARAP/FIIAPP provided some technical assistance in the training of public educators and the development of guides and manuals. 800 copies of the Research Report on Public Perceptions of Corruption were printed by ARAP to be distributed among NCCE districts offices and also key state institutions.

LATEST DEVELOPMENTS - NCCE

- No activity has been supported recently by ARAP.

Legal Aid Scheme (LAS) – Legal Aid Commission (LAC)

An initial needs assessment succeeded in the development of a [comprehensive manual²](#), to train lawyers and Alternative Dispute Resolutions (ADR) on basic laws and anti-corruption in Ghana. Once the Manual was ready, 21 lawyers and 14 ADR staff of the Legal Aid Scheme (by then) attended to a Training of Trainers in Kumasi. They were trained and equipped with the skills and knowledge required for conducting nation-wide trainings to all lawyers and LAS/LAC staff on laws which are relevant in the fight against corruption in Ghana. In order to reinforce their capacity for training and delivering, the 10 LAC Regional Units were provided with modern technology and equipment, to facilitate record keeping, information management and reproduction of training materials.

The interpretation of a critical article of the Constitution for legal aid delivery was also affected by a Supreme Court decision that made a shift to the criminal procedure process. Under the framework to strengthen LAC capacity in legal aid delivery, ARAP is supporting LAC to enhance their capacity on case management.

In 2018, the Parliament passed the Legal Aid Commission Act 2018 (Act 977), converting the Legal Aid Scheme into the Legal Aid Commission (LAC). To enhance the implementation of the LAC Act, ARAP is supporting the development of a Scheme of Service and a proper Legal Aid Policy. The institution is also expected to be provided with some support for their communication and outreach activities.

² DOC 2: LAS. TRAINING MODULES AND MATERIALS ON BASIC LAW AND ANTI-CORRUPTION IN GHANA

LATEST DEVELOPMENTS - LAC

- The **Scheme of Service** is being developed.
- The Commission received support to train their staff on the **Pre-trial Disclosure and Supreme Court Practice and Procedures**.
- LADA (legal consultant) is developing a **Legal Aid Policy** and **Legal Aid Regulations**. For the first purpose, a workshop was held in March and another one is taking place this April regarding the regulations' development.
- A developer engaged to support the **overhaul of the LAC website**, as well as to support them in their communication and outreach.

Ghana Police Service, GPS

ARAP's engagement with the Ghana Police Service has been geared towards internal control mechanisms, to improve professional standards and strengthen accountability with Ghanaian citizens. On the one hand, ARAP supported PIPS, the Police Intelligence and Professional Standard Unit (currently renamed as Police Professional Standard Bureau, PPSB) with an initial [functional analysis](#)³. This helped develop guidelines ("[Manual of Guidance on Complaints and Discipline Procedures](#)")⁴ and deliver training for a more standardised way of dealing with complaints and investigations. A digitalised system of registering and monitoring complaints is being developed and implemented by an external consultant working *pro bono* for the Police. IT equipment will be provided accordingly.

On the other hand, from a prevention point of view, ARAP has delivered a [Front Line Supervision Training](#)⁵ (FLST) to 40 [Trainers](#)⁶, reaching 2,000 inspectors and chief inspectors, which focussed on a Progressive Discipline Procedure and the Local Resolution of Complaints. The aim is to provide FLS with a range of competencies and skills towards better staff management, control, discipline, ethics and performance at field level in order to prevent misconduct and corruption. ARAP was able to support the initial training for 400 supervisors, along with briefing sessions to the commanders to raise awareness of the importance of such issues.

The II PE joint workshop took place in June 2018, led by the Ghana Police Service, regarding Public Education and Law Enforcement. As a result, the GPS received valuable inputs for their PE & Communication Strategy as well as an email common interactive platform was inaugurated to share information and to receive assistance among institutions.

Two of the main activities for accountability in 2018 included a Police Gender Strategy and a more comprehensive [Police Communication and Public Education Strategy](#)⁷. However, frequent changes in leadership of the Police during 2018 made it difficult for the

³ DOC 3: GPS/PIPS. IMPROVING PROFESSIONAL STANDARDS IN THE GHANA POLICE SERVICE: PIPS FUNCTIONAL ANALYSIS

⁴ DOC 4. GPS/PIPS: MANUAL OF GUIDANCE ON COMPLAINTS AND DISCIPLINE PROCEDURES FOR PIPS

⁵ DOC 5. GPS. FRONT LINE SUPERVISION TRAINING COURSE

⁶ DOC 6. GPS. FRONT LINE SUPERVISION DISTANCE LEARNING GUIDE

⁷ DOC 7. GPS. COMMUNICATION AND PUBLIC EDUCATION STRATEGY

Programme to maintain interlocutors who could follow up on ARAP priorities within the GPS. Finally, the Kofi Annan International Peacekeeping Training Centre was engaged as Gender Consultants to develop a Gender Policy for the GPS.

In December 2018, the official Launch of Service Instructions and Police Communication and Public Education Strategy took place, taking another step towards an improved accountability. It culminated with the distribution of 7.700 printed copies supported by ARAP, to cover the stations, districts, divisions and regions to the biggest extent possible. An e-version is being developed by an external consultant.

ARAP signed a contract with Creative Storms for 50,000 euros to support GPS to produce two TV episodes for their [Ghana Police Watch TV show](#) (one on [#BailisFree](#) ([story board](#)) and some cartoons to encourage citizens to stop corruption on roads ([story board](#))). 10 interviews were also conducted after broadcasting the chapters with ARAP support.

Due to the success of the TV programme, it will also be adapted into a radio drama series to run thirteen (13) weeks, meant to part of a behavioural change campaign to help address, corruption – this time via Stratcomm Africa.

Regarding enforcement, ARAP developed a [Functional Analysis of Police Prosecution](#)⁸, involving several recommendations. These are mostly related to the professionalism of prosecutors, the need for an early involvement in investigation and the need for a better guidance from the Public Prosecution Division of the Attorney General Department, from whom they received the authority to prosecute. It resulted in the drafting of a [Points to Prove](#)⁹ Document for evidence gathering.

LATEST DEVELOPMENTS - GPS

- **Gender Policy** under development expected to be finalised in June 2019.
- Vasintel developed **PPSB complaints platform**. ARAP provided some advice and now has ordered IT equipment (10 units) to be delivered soon.
- Stratcomm Africa and ARAP PE consultant working on the radio series.
- Support to the implementation of the **communication strategy** continues – radio spin-off is under development, as well as a Social Media Plan.

Office of the Attorney General (OAG)

ARAP has been following closely the process of establishing an Office for the Special Prosecutor, OSP. However, ARAP's main support to the OAG has focussed on training for prosecutors, including all the State prosecutors, and some police prosecutors and investigators from EOCO and CID (Criminal Investigation Division /Police).

⁸ DOC 8. GPS. A REPORT ON THE WORK OF POLICE PROSECUTORS

⁹DOC 9: GUIDELINES FOR POLICE INVESTIGATIONS AND PROSECUTIONS

In 2017 a three week seminar deepened the knowledge of participants regarding both corruption crimes and environmental crimes, as well as encouraged discussions which raise important [findings and recommendations](#)¹⁰.

In 2018, ARAP supported the development of a [Strategy to improve the standards of police prosecutors](#)¹¹, to prosecute on the AG's behalf. It contains a set of proposals and a strategy towards a Prosecution Service, and if approved and adopted by the AG, will inform ARAP's future support to the Public Prosecution Division /Office of the Attorney General (PPD /OAG).

The Supreme Court judgment¹² regarding evidence pre-trial disclosure in criminal matters constitutes a major breakthrough which affects the daily professional operativity of Judges, Attorneys and Lawyers across Ghana. As the Judiciary had already started to issue certain practice directions in the matter, ARAP supported the OAG to develop the [Disclosure Guidelines](#), a consistent way of applying the above mentioned decision in terms of evidence disclosure¹³. Attorneys from across the 10 regions of Ghana as well as some JUPOL and CID members of the GPS were gathered to develop and standardise the zero draft developed by an ARAP consultant.

Likewise, in line with ARAP's focus on environment, a [Manual on prosecution of environmental offences](#)¹⁴ is being drafted for future training to environmental prosecutors.

Regarding information management, ARAP has supported digitalisation within the PPD. A platform for an [e-case register](#)¹⁵ has been developed and implemented in all regions. It could however be easily upgraded to a full case management system, where prosecutors would be able to manage their dockets electronically. ARAP has also provided basic IT equipment (computer, printer and internet connection) to each of the 10 regions in the country, and register staff was trained on that regard.

During 2019, it aims to be upscaled in a registry for the management of civil cases.

LATEST DEVELOPMENTS – AG

- A letter was received on the 5th February 2019 informing about the **approval of the Guidelines** by the Attorney-General on 25th January 2019.
- The guidelines were laid out and are being printed to be disseminated, as well in an upcoming training for AGs in May.
- The draft of the manual on environmental offences prosecution is under discussion.

10 DOC 10. CONCLUSIONS OF THE AG WORKSHOP ON PROSECUTION OF CORRUPTION

11 DOC 11. ATTORNEY GENERAL OFFICE STRATEGY TO IMPROVE STANDARDS OF POLICE PROSECUTORS

12 R. V. Baffoe Bonnie and 4 others

13 The purpose of the Guidelines is to ensure the ruling is uniformly implemented along the country, ensuring equal access to justice to all citizens of Ghana.

14 DOC 12: DRAFT OF THE MANUAL FOR ENVIRONMENTAL PROSECUTIONS IN GHANA

15 DOC 13. AGO. E-CASE REGISTER TRAINING MANUAL

Judiciary and Judicial Service

During 2017, two consultants - a UK Judge and a Ghanaian lawyer - developed a comprehensive report on the [role of the Judiciary in the Handling of Corruption Cases in Court](#)¹⁶. In the preliminary findings, they found that there is room for improvement in the way cases are dealt with. Particularly for example with the organisation of cases, adjournments, case planning, and delays in cases of any disclosure of evidence. The report was discussed and validated in a workshop in June 2018. No further progress has been made yet.

Regarding information management, an IT expert was hired during the whole of 2018 to develop the legal e-library. The initial assessment was completed and the development was carried out with a first prototype and then revised by the second half of the year. Roles and responsibilities regarding uploading information, maintenance support and updating will be crucial in order to ensure a wide access to all relevant stakeholders as well as durability.

The Judicial Service officially invited the Council for Law Reporting to participate in the development of the Web-Based Legal Library as the Council for Law Reporting possess some of the critical material the Judicial Service needs for the Library. Following the signing of a memorandum of understanding between the two organisations, equipment and related support is ready to be rolled out during the year to support the Library.

To improve the internal control mechanisms and combat internal corruption, ARAP is also supporting the Public Relations and Complaints Units (PRCUs) in the Judiciary. DANIDA developed the [operational guidelines](#)¹⁷ for the management of complaints, and ARAP supported the roll out of PRCUs to the regions, proving with basic IT equipment (computers, printers, internet access, and telephone lines) and furniture. Following the equipment handover, PRCU staff was trained on the guidelines content and on the process to address complaints.

A [platform](#) to digitalise and monitor complaints was developed in line with other complaints platforms. In an effort to contribute to the Anti-corruption and Transparency Week held in December 2018, the Judicial Service was supported to launch the online tool. Trainings for the staff and judges in charge of the effective functioning of the back end and the PRCU offices were also supported by ARAP.

ARAP has supported different activities that give visibility to the work undertaken in strengthening internal control mechanisms and complaint units, such as a video explaining how to lodge complaints in [English](#), [Twi](#), [Housa](#), [Ewe](#) and [Ga](#) and a [georeferenced map](#) to indicate the exact location of all PRCUs throughout the country.

Finally, regarding the ARAP's cross-cutting issue of environmental governance, an initial training to judges was delivered in 2017 to build the capacity of selected High Court

¹⁶ DOC 14. JS. THE ROLE OF THE JUDICIARY IN THE HANDLING OF CORRUPTION CASES IN COURT.

¹⁷ DOC 15. JS. OPERATIONAL GUIDELINES. PUBLIC RELATIONS AND COMPLAINT UNITS

Judges in 14 designated environmental - mining -Courts. It was aimed to achieve reversal of unauthorized acts that endanger or have the likelihood of endangering the extraction of mineral and mining resources held in trust by the state for the people of Ghana.

Also, a [Manual on environmental offences adjudication](#) is being developed for future ToT.

LATEST DEVELOPMENTS – JUDICIARY / JUDICIAL SERVICE

- A pilot phase for the Web based Library is about to commence.
- ARAP has commissioned research to document the knowledge, attitudes and perceptions of citizens with regards to the Judiciary and identify structural bottlenecks hindering citizen access to courts and PRCUs.
- A **manual on adjudication of environmental offences** is under development

Environmental Protection Agency, EPA

Considering ARAP's role with all stakeholders, to focus on activities relating to the management of environmental offences (including public education), a specific dialogue has been opened with EPA in order to strengthen that approach. After an in-depth [analysis of the environmental sector](#)¹⁸ and a further study focussing more on mining, three main areas have been identified for ARAP to support the EPA: compliance monitoring, complaints management and public education.

A new digitalised compliance monitoring system was developed during two workshops, to be tested in a selected district (Dunkwa) and a selected sub-sector (small scale mining), but with the intention of broadening it to EPA's whole portfolio. The e-tools were developed, tested and piloted in three more districts. In addition to the software, ARAP provided EPA with basic IT equipment including tablets, computers, internet routers, servers, printers and drones to roll out the tool.

The system will be rolled out during this 2019. For that reason, two trainings were organised for EPA staff on risk management and to be trainers of other EPA staff to better ensure sustainability of the entire system once ARAP finishes.

Regarding the matter of complaints, an [analysis and mapping on complaints management and case studies](#)¹⁹ was undertaken. Several workshops have been organised to define roles and responsibilities among the various regulatory agencies, to subsequently establish a public education campaign.

18 DOC 15. ENVIRONMENT SECTOR ANALYSIS

19 DOC. 16: ANALYSIS OF COMPLAINTS MECHANISMS

LATEST DEVELOPMENTS – EPA

- Training of EPA staff on **risk management** and to be **power users** took place on 8th and 9th April in Obuasi.
- A survey to inform the e-permitting system will kick -off this semester.
- Workshop on **EPA and MMDA**’s roles and responsibilities on **complaints management** just took place on 11th April in Koforidua. A pilot between EPA and the Ga East MMDA was agreed as a result.

Economic and Organized Crime Office (EOCO)

EOCO, as an indirect stakeholder, has been participating until 2018 in other stakeholders’ activities, particularly the Public Education Working Groups, and the prosecutors training.

The current Line of Work under ARAP’s direct support is to strengthening their communication and outreach. A consultant was engaged to undertake a fact finding mission, resulting in an [Inception Report](#) that will inform further activities.

LATEST DEVELOPMENTS - EOCO

- Communication expert on the process to overhaul of the EOCO website. At the end of the month a meeting will take place to assess the progress made.

For more information the Programme has developed an Activities Information System (SIA), which Partners can consult by logging in with a generic Username: arap.stakeholders and Password: arapghana. Documents generated in the activities are available there. <http://www.arapghana.eu/sia/web/>

Further information is available at www.arapghana.eu; or by email at arapghana@fiiapp.org