

Annex 2

Activities implemented during 2017

28th February, 2018

Funded by



Implementing agency



Schedule 2017

Code	Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
FIIAPP01/03	Steering Committee 2	■											
FIIAPP03/01	Initial Assessment of Stakeholders' M&E Data availability		■	■	■								
FIIAPP06/01	Assessment of Gaps and Opportunities for Gender Mainstreaming in ARAP (TA)						■				■		
GPS01/01	GPS: initial assessment of PIPS and other internal control mechanisms			■									
GPS01/02	GPS: CSO workshop on Police corruption			■									
AG05/01	Training Workshop on Case Management System Standard Operating Procedures (SOPs)				■								
CHRAJ04/01	Workshop to develop NACAP Annual Progress report 2016				■								
FIIAPP01/04	Steering Committee 3				■								
GPS01/03	GPS: Comprehensive Functional Analysis of PIPS				■								
GPS05/01	Revision of Police Instructions (Workshop1)				■								
LAS01/01	Capacity Needs Assessment of Legal Aid Scheme, LAS				■	■	■						
GPS02/02	PIPS Manual of Guidance: Complaint and Discipline Investigation (Drafting and Validation)					■	■						
NCCE06/03	ARAP Public Education Working Group Workshop (First workshop)					■							
FIIAPP04/01	Environmental Governance Assessment with special focus on Illegal Mining						■						
AG06/02	Development of AG Registry Database/Assessment - Phase 1							■	■				
GPS02/01	PIPS Manual of Guidance: Complaints and Discipline Investigation (Training)							■	■				
JS02/01	Training for Judges of Specialized Environmental Courts							■	■				
JS03/01	Initial Assessments of Needs for the Web Based Legal E-Library Platform (TA)							■	■	■			
NCCE09/05	External review of Data Collection Tool and Research Design							■	■				
NCCE09/10	Pre Testing of Survey Questionnaire							■	■				
AG05/03	Equipping the Prosecutor to Fight Corruption and Related Offences							■	■	■			
FIIAPP01/05	Steering Committee 4							■	■	■	■	■	■
FIIAPP04/02	Environmental Governance Broad Sectoral Analysis							■	■	■	■	■	■
LAS01/02	Development of Training Manual and Programme							■	■	■	■	■	■
NCCE09/07	Training of Research Assistants							■	■	■	■	■	■
NCCE09/09	Development of Short Video Documentary of Research Process on Public Perceptions of Corruption											■	■
NCCE09/11	Monitoring of Data Collection Process												
NCCE09/12	Data Collection												
CHRAJ02/01	TA: Development of an IT Based NACAP Monitoring Platform												
CHRAJ05/01	TA to Develop NACAP Communication Strategy												

Schedule 2017

Code	Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Ago	Sep	Oct	Nov	Dec
FIIAPP06/02	ARAP Gender Mainstreaming Validation Workshop												
GPS05/02	Revision of Police Instructions (Workshop 2)												
JS03/03	Workshop to Validate Initial Findings of the Web Based Legal E-Library Platform												
NCCE09/03	Analysis and Development of the Research Report												
FIIAPP03/01	Update and Revision of ARAP M&E Framework (I)												
FIIAPP07/07	International Partners Anticorruption Working Group meeting (IPs ACWG)												
FIIAPP07/08	Stakeholders Coordination Meeting on International Anti-Corruption Week Planning												
GPS05/03	Revision of Police Instructions (Workshop 3)												
GPS11/02	Front Line Supervisors Training of Trainers Course												
GPS12/04	Presentation and discussion of PIPS Proactive Investigation Proposal												
JS01/03	Capacity Needs Assessment of Judiciary to Adjudicate Cases of Corruption												
NCCE09/08	Validation of Research Findings with Key Stakeholders												
AG06/05	AG Registry Database Discussion Workshop												
FIIAPP01/06	Steering Committee 5												
GPS11/03	Front line Supervisors Cascade Training												
GPS11/04	Leadership (commanders) briefings and sensitization in all regions regarding FLST												
GPS12/05	Drafting of Covert Surveillance Manual												
GPS13/08	GPS and Civil Society Dialogue Workshop												
NCCE10/01	Launch of Research												
CHRAJ01/02	Development of NACAP Annual Work Plan 2018												
CHRAJ03/04	High Level Conference to Launch State of Corruption Report and Anti-Corruption Day 2017												
CHRAJ06/03	Anti-Corruption Week Inauguration Ceremony												
JS07/03	Judges Sensitization Workshop on PRCUs												
NCCE10/02	National Dialogue on Research Findings - Anti-Corruption Week												

Ongoing
Completed

ACTIVITY LIST

DATE START: 01/01/2017

DATE END: 31/12/2017

TOTAL ACTIVITIES: 54

ACTIVITY	DATES	PLACE
AG05/01 - Training Workshop on Case Management System Standard Operating Procedures (SOPs)	S: 27/04/2017 E: 28/04/2017	Akosombo
AG05/03 - Equipping the Prosecutor to Fight Corruption and Related Offences	S: 14/08/2017 E: 01/09/2017	Big Ada; Kumasi
AG06/02 - Development of AG Registry Database/Assessment - Phase 1	S: 31/07/2017 E: 31/08/2017	Accra
AG06/05 - AG Registry Database Discussion Workshop	S: 07/11/2017 E: 09/11/2017	Kumasi
CHRAJ01/02 - Development of NACAP Annual Work Plan 2018	S: 18/12/2017 E: 20/12/2017	Big Ada
CHRAJ02/01 - TA: Development of an IT Based NACAP Monitoring Platform	S: 14/09/2017 E: 15/02/2018	Virtual / Distance Work
CHRAJ03/04 - High Level Conference to Launch State of Corruption Report and Anti-Corruption Day 2017	S: 08/12/2017 E: 09/12/2017	Accra
CHRAJ04/01 - Workshop to develop NACAP Annual Progress report 2016	S: 17/04/2017 E: 22/04/2017	Big Ada
CHRAJ05/01 - TA to Develop NACAP Communication Strategy	S: 01/09/2017 E: 30/03/2018	Accra
CHRAJ06/03 - Anti-Corruption Week Inauguration Ceremony	S: 04/12/2017 E: 04/12/2017	Accra
FIIAPP01/03 - Steering Committee 2	S: 26/01/2017 E: 26/01/2017	Accra
FIIAPP01/04 - Steering Committee 3	S: 26/04/2017 E: 26/04/2017	Accra
FIIAPP01/05 - Steering Committee 4	S: 10/08/2017 E: 10/08/2017	Accra
FIIAPP01/06 - Steering Committee 5	S: 14/11/2017 E: 14/11/2017	Accra
FIIAPP03/01 - Initial Assessment of Stakeholders' M&E Data availability	S: 09/02/2017 E: 30/04/2017	Accra

FIIAPP03/02 - Update and Revision of ARAP M&E Framework (I)	S: 09/10/2017 E: 03/11/2017	Accra
FIIAPP04/01 - Environmental Governance Assessment with special focus on Illegal Mining	S: 05/06/2017 E: 23/06/2017	Accra; Takoradi, Bogoso; Kumasi; Bibiani
FIIAPP04/02 - Environmental Governance Broad Sectoral Analysis	S: 25/08/2017 E: 30/11/2017	Accra
FIIAPP06/01 - Assessment of Gaps and Opportunities for Gender Mainstreaming in ARAP (TA)	S: 29/03/2017 E: 30/10/2017	Accra
FIIAPP06/02 - ARAP Gender Mainstreaming Validation Workshop	S: 28/09/2017 E: 28/09/2017	Accra
FIIAPP07/07 - International Partners Anticorruption Working Group meeting (IPs ACWG)	S: 04/10/2017 E: 04/10/2017	Accra
FIIAPP07/08 - Stakeholders Coordination Meeting on International Anti-Corruption Week Planning	S: 10/10/2017 E: 10/10/2017	Accra
GPS01/01 - GPS: initial assessment of PIPS and other internal control mechanisms	S: 07/03/2017 E: 17/03/2017	Accra
GPS01/02 - GPS: CSO workshop on Police corruption	S: 14/03/2017 E: 14/03/2017	Accra
GPS01/03 - GPS: Comprehensive Functional Analysis of PIPS	S: 17/04/2017 E: 28/04/2017	Accra
GPS02/01 - PIPS Manual of Guidance: Complaints and Discipline Investigation (Training)	S: 17/07/2017 E: 11/08/2017	Accra
GPS02/02 - PIPS Manual of Guidance: Complaint and Discipline Investigation (Drafting and Validation)	S: 09/05/2017 E: 27/06/2017	Accra
GPS05/01 - Revision of Police Instructions (Workshop1)	S: 24/04/2017 E: 28/04/2017	Akosombo
GPS05/02 - Revision of Police Instructions (Workshop 2)	S: 18/09/2017 E: 22/09/2017	Accra
GPS05/03 - Revision of Police Instructions (Workshop 3)	S: 02/10/2017 E: 06/10/2017	Accra
GPS11/02 - Front Line Supervisors Training of Trainers Course	S: 09/10/2017 E: 03/11/2017	Accra
GPS11/03 - Front line Supervisors Cascade Training	S: 20/11/2017 E: 18/03/2018	Accra (2); Bolgatanga;

		Cape Coast; Ho, Koforidua, Kumasi; Suniany; Takoradi; Tamale; Tema; Wa
GPS11/04 - Leadership (commanders) briefings and sensitization in all regions regarding FLST	S: 13/11/2017 E: 16/01/2018	Accra (2); Bolgatanga; Cape Coast; Ho, Koforidua, Kumasi; Suniany; Takoradi; Tamale; Tema; Wa
GPS12/04 - Presentation and discussion of PIPS Proactive Investigation Proposal	S: 23/10/2017 E: 28/10/2017	Accra
GPS12/05 - Drafting of Covert Surveillance Manual	S: 13/11/2017 E: 08/12/2017	Virtual / Distance Work
GPS13/08 - GPS and Civil Society Dialogue Workshop	S: 30/11/2017 E: 30/11/2017	Accra
JS01/03 - Capacity Needs Assessment of Judiciary to Adjudicate Cases of Corruption	S: 01/10/2017 E: 22/12/2017	Accra
JS02/01 - Training for Judges of Specialized Environmental Courts	S: 13/07/2017 E: 14/07/2017	Accra
JS03/01 - Initial Aseessments of Needs for the Web Based Legal E-Library Platform (TA)	S: 26/07/2017 E: 15/09/2017	Accra
JS03/03 - Workshop to Validate Initial Findings of the Web Based Legal E-Library Platform	S: 27/09/2017 E: 27/09/2017	Accra
JS07/03 - Judges Sensitization Workshop on PRCUs	S: 11/12/2017 E: 11/12/2017	Accra
LAS01/01 - Capacity Needs Assessment of Legal Aid Scheme, LAS	S: 26/04/2017 E: 07/06/2017	Abetifi; Accra; Bolgatanga; Cape Coast; Ho; Koforidua; Kumasi; Sunyani; Takoradi; Tamale, Wa

LAS01/02 - Development of Training Manual and Programme	S: 01/08/2017 E: 31/12/2017	Accra
NCCE06/03 - ARAP Public Education Working Group Workshop (First workshop)	S: 15/05/2017 E: 17/05/2017	Ada
NCCE09/03 - Analysis and Development of the Research Report	S: 04/09/2017 E: 29/11/2017	Accra
NCCE09/05 - External review of Data Collection Tool and Research Design	S: 17/07/2017 E: 31/07/2017	Accra
NCCE09/07 - Training of Research Assistants	S: 18/08/2017 E: 25/08/2017	Kumasi
NCCE09/08 - Validation of Research Findings with Key Stakeholders	S: 23/10/2017 E: 27/10/2017	Accra, Kumasi, Tamale
NCCE09/09 - Development of Short Video Documentary of Research Process on Public Perceptions of Corruption	S: 16/08/2017 E: 22/11/2017	
NCCE09/10 - Pre Testing of Survey Questionnaire	S: 10/07/2017 E: 16/07/2017	Aburi; Ada; Dodowa; Ho; Koforidua; Peki; Swedru; Winneba
NCCE09/11 - Monitoring of Data Collection Process	S: 28/08/2017 E: 01/09/2017	Across all 10 Regions
NCCE09/12 - Data Collection	S: 28/08/2017 E: 08/09/2017	216 districts all accross all 10 regions
NCCE10/01 - Launch of Research	S: 29/11/2017 E: 29/11/2017	Accra
NCCE10/02 - National Dialogue on Research Findings - Anti-Corruption Week	S: 05/12/2017 E: 05/12/2017	Accra

AG05/01 - Training Workshop on Case Management System Standard Operating Procedures (SOPs)

AGENCY:	AG
BROAD ACTIVITY:	AG05 - Implementation: training and others
LINE OF ACTION:	Capacity Development Plan
LINE OF WORK:	Capacity development to prosecute corruption cases
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Akosombo	27/04/2017	28/04/2017

EXPERTS:
Heikki Wendorf

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
87	50	32

INSTITUTIONS
USAID
UNDP
MoJAGD

DESCRIPTION
<p>The training workshop was attended by State Prosecutors from all the ten regions of Ghana as well as representatives from development partners.</p> <p>A Case Management SOPs/Administration of Justice Training workshop for State Attorneys (Public Prosecution Division, Ministry of Justice and Attorney-General's Department, MoJAGD) is planned to be implemented in collaboration with UNDP, the Ministry of Justice and Attorney-General's Department and the USAID/USA Embassy and ARAP. This training reflects the target goals of the ongoing Legal and Justice Sector reform and the Security Governance Initiative and aimed at:</p>

1. facilitating discussions among justice sector actors to establish uniform procedures for criminal case tracking and information sharing;
2. creating a coherent, legible system of criminal case intake and tracking; and
3. providing training for justice sector institutions on criminal case management and related topics that impact operations of the justice sector

It is expected that 87 State Prosecutors will be taken through training to enhance their skills and improve their skill gaps on the subject matter.

RESULTS

The two-day workshop provided opportunity for State Attorneys to deepen their knowledge on the SOPs and offered Development Partners the opportunity to strengthen ties of collaboration and support for the Legal and Justice Sector reform programme. The deliberations from the workshop highlighted the need for the SOPs to be made a living document through regular reviews to ensure its usefulness.

AG05/03 - Equipping the Prosecutor to Fight Corruption and Related Offences

AGENCY:	AG
BROAD ACTIVITY:	AG05 - Implementation: training and others
LINE OF ACTION:	Capacity Development Plan
LINE OF WORK:	Capacity development to prosecute corruption cases
TYPE:	T - Trainings

PLACE:	DATE START:	DATE END:
Big Ada; Kumasi	14/08/2017	01/09/2017
SESSIONS:		
14/08/2017 - 18/08/2017		
21/08/2017 - 28/08/2017		
28/08/2017 - 01/09/2017		

EXPERTS:
Daniel Benjamin Suter
Ken Isaac

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
118	49	65

INSTITUTIONS
GPS
EOCO
MoJAGD
BNI

DESCRIPTION
After thorough preparation together with DPP and her team, three joint trainings for investigative agencies and police prosecutors/state attorneys were arranged on how to collect

and build up an evidentially and legally valid docket in a typical economic crime case. Especially what are the legal elements of the suspected criminal offences and what is the evidence to support the existence of every element.

The Focus of the seminars was on corruption and money laundering not forgetting asset recovery either. Real case examples from Ghana were presented by the actual prosecutors. These sparked lively discussions about the options one has during investigation and how does that translate into actions during typical police prosecutor cooperation.

Importantly, environmental governance was discussed focusing on galamsey. The mining act was reviewed in detail allowing interventions from the participants. Separate presentation was given from real life perspective, while a study on illegal mining was opened up in order for the participants to understand the motivations, different actors, their linkages and the actual damage to the nature. EPA legal department representative gave insight to the principal and practical problems in prosecuting cases by EPA under the fiat of the AG.

Based on agreement with Council of Europe Glacy+ program every week atleast one day was dedicated for cyber crime training.

RESULTS

In the activity the following issues were discussed and partially agreed:

- future of prosecution services and whether it makes sense to have only one in future, under one roof.
- greater need for prosecutors to specialize on certain cases.
- acknowledgement of the need for police prosecutor collaboration
- management training
- state attorneys training after ToT their colleagues in various organizations(Police, EPA etc)
- budget preparation support

Training in itself was well received methodologically and regarding substance. This was one of the first times that a joint training with multi-agency participation would be organized to discuss and find practical ways to working together.

AG06/02 - Development of AG Registry Database/Assessment - Phase 1

AGENCY:	AG
BROAD ACTIVITY:	AG06 - Data collection, collation and analysis
LINE OF ACTION:	Data register and analysis
LINE OF WORK:	M&E: Record Keeping, case management
TYPE:	I - System & equipment implementation

PLACE:	DATE START:	DATE END:
Accra	31/07/2017	31/08/2017

EXPERTS:
Nii Quaye

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
1	0	1

INSTITUTIONS
MoJAGD

DESCRIPTION
<p>The Registry of the DPP, A-G's Department is the primary data collection point for corruption related cases in the Ministry of Justice. The Officer-in-charge of the Registry has developed an Access-based data collation tool with several variables as a first attempt to gather data on the various cases that come to the department, but the information is not enough to satisfy the demands of the decisions makers for analysis and decision making purposes. It can not be accessed on line and it is different in each region.</p> <p>A software developer was engaged by ARAP to interact with the Registry, the Office of the Public Prosecutor and some attorneys to improve the tool and design a simple data collection and collation software, to enable the Registry capture and analyse data. It should be standardized, open access, and accesible on line, while it also has to be compatible with other future developments foreseen (US case tracking system project and e-transform World Bank Project).</p>

RESULTS

The initial assessment of the needs for the development of the data base has been finalised and validated by the key stakeholders of the AG's office. Comments from validation will be incorporated in finalizing the assessment developed to inform proposals for the new database to system to be built.

AG06/05 - AG Registry Database Discussion Workshop

AGENCY:	AG
BROAD ACTIVITY:	AG06 - Data collection, colation and analysis
LINE OF ACTION:	Data register and analysis
LINE OF WORK:	M&E: Record Keeping, case management
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Kumasi	07/11/2017	09/11/2017

EXPERTS:
Nii Quaye

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
24	9	15

INSTITUTIONS
MoJAGD

DESCRIPTION
<p>The workshop exposed the developed Case Tracking System to various categories of intended users for feedback for final enhancement of the system. It was also to serve as a preparatory ground for the adoption of the system by all regional centers through a guided review of the benefits of various practices of digitized data storage at the various registries (Year and Month based folders, Spread sheets and Access Database) and the current implemented web based solution. The participants were drawn from across the regions and included:</p> <ul style="list-style-type: none"> • All senior regional Executive Officers / Administrator • Attorneys from the Regions • ARAP Consultant • Information System Representatives from Agencies in Kumasi Metropolis • Police • EOCO • Environmental Protection Agency

- BNI

RESULTS

The output of the workshop included:

- A user recommendation for enhancements agreed upon from feedback.
- A classification of offenses to be used in the system
- Agreed upon metadata necessary for the configuration of the system.
- Agreed numbering system of the cases

CHRAJ01/02 - Development of NACAP Annual Work Plan 2018

AGENCY:	CHRAJ
BROAD ACTIVITY:	CHRAJ01 - Monitor NACAP (APR)
LINE OF ACTION:	Monitor NACAP and the state of corruption
LINE OF WORK:	NACAP coordination
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Big Ada	18/12/2017	20/12/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
15	7	8

DESCRIPTION
<p>The implementation of the NACAP commenced in the year 2015. Since its commencement, the Commission CHRAJ organizes a workshop annually for MONICOM and a technical team from CHRAJ to prepare the Annual Work Plan for implementation.</p> <p>To support the monitoring of the planned activities during implementation, specific indicators were developed under the planned activities. These indicators are to enable the Commission and the Country as a whole to assess the level of implementation annually and also to assess challenges that implementing agencies may face during implementation and for decision making.</p> <p>The 2018 Annual Work Plan which was developed at the workshop took into consideration the objectives, specific activities and indicators of the NACAP, resources that may be made available to implementing agencies and lessons learnt from the implementation in 2017, among others.</p>

RESULTS
<p>The 2018 Annual Work Plan was developed for implementation by NACAP Implementing Partners. Strategies on effective implementation of the NACAP which would result in enhanced levels of integrity, reduced corruption, improved economic performance, and accelerated development of Ghana were also considered</p>

CHRAJ02/01 - TA: Development of an IT Based NACAP Monitoring Platform

AGENCY:	CHRAJ
BROAD ACTIVITY:	CHRAJ02 - Development of IT based NACAP Monitoring Platform
LINE OF ACTION:	Monitor NACAP and the state of corruption
LINE OF WORK:	NACAP coordination
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
Virtual / Distance Work	14/09/2017	15/02/2018
SESSIONS:		
14/09/2017 - 01/12/2017		
01/12/2017 - 22/12/2017		
22/12/2017 - 15/02/2018		

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
0	0	0

DESCRIPTION
Nathanael Tombs was contracted as the developer to lead the construction of a web based platform for NACAP progress reporting by all NACAP Stakeholders. The platform will be hosted and managed by CHRAJ when finalized.

RESULTS
The Platform called NACoRD has been completed and delivered to CHRAJ for final verification to be rolled out for use by all stakeholders.

CHRAJ03/04 - High Level Conference to Launch State of Corruption Report and Anti-Corruption Day 2017

AGENCY:	CHRAJ
BROAD ACTIVITY:	CHRAJ03 - Develop the state of corruption report (including debate with CSO)
LINE OF ACTION:	Monitor NACAP and the state of corruption
LINE OF WORK:	NACAP coordination
TYPE:	S - Seminar, conference

PLACE:	DATE START:	DATE END:
Accra	08/12/2017	09/12/2017
SESSIONS:		
08/12/2017 - 08/12/2017		
09/12/2017 - 09/12/2017		

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
329	98	231

DESCRIPTION
As part of activities to celebrate the National Anti-Corruption and Transparency Week, a National Anti-Corruption Conference was organised by CHRAJ, GoG, EU/ ARAP, Penplusbytes and all stakeholders. The Conference comprised an official opening session, and a presentation of the State of Corruption Report and key actions for 2018 NACAP Annual Work Plan, brief statements/ solidarity messages by invited Guests, key note address and closing remarks.

RESULTS
The Conference sought to achieve the following;
<ul style="list-style-type: none"> • Assess the progress made so far on the battle to eradicate corruption in Ghana • Review the various plans of action that were adopted within the preceding year in regards to the implementation of the National Anti-Corruption Plan (NACAP) • Discuss the headway that had been made with the implementation of the NACAP • Evaluate the challenges that stakeholders and implementing partners faced in the implementation of the NACAP and discuss ways around them; and

- Discuss ways to promote and improve public participation in the implementation of the NACAP

CHRAJ04/01 - Workshop to develop NACAP Annual Progress report 2016

AGENCY:	CHRAJ
BROAD ACTIVITY:	CHRAJ04 - Development and Dissemination of the NACAP Progress report 2016
LINE OF ACTION:	Monitor NACAP and the state of corruption
LINE OF WORK:	NACAP coordination
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Big Ada	17/04/2017	22/04/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
35	11	24

DESCRIPTION
<p>The Commission on Human Rights and Administrative Justice (CHRAJ) in collaboration with the National Development Planning Commission (NDPC) has the responsibility to coordinate and monitor the implementation of the NACAP. In preparation for the implementation of NACAP, the Monitoring & Evaluation Committee with the support of a Technical Team from CHRAJ developed the M & E Tool for 2016. Under the terms of reference, the MONICOM shall meet two (2) times in a year. In this regard, the meeting is therefore being organized to fulfil the obligation to meet and to continue the development of the Annual Progress Report for 2016 . The Annual Progress Report when completed will form part of the systematic measurement of progress of achievement of the strategic objectives of the NACAP.</p> <p>The Annual Progress Report will be used to inter alia:</p> <ul style="list-style-type: none"> • Generate information and data that will allow the measurement of changes that may occur as a result of the implementation of the NACAP. • Track progress of implementation of NACAP within their respective institution • Assess strategies, systems, and processes to identify and correct deficiencies/ weaknesses in implementation agencies by sharing implementation reports • Promote collaboration among implementing agencies by sharing implementation reports.

RESULTS

The 4-day workshop provided the platform for the NACAP Monitoring Committee to review the 2016 progress report for approval by the NACAP High Level Implementation Committee. The review showed some significant progress made with the implementation of the NACAP with an increased number of institutions reporting on the progress made with their roles under the NACAP. There MONICOM also identified a few challenges including the need for increased outreach to more institutions on their roles and the need to report on associated progress.

CHRAJ05/01 - TA to Develop NACAP Communication Strategy

AGENCY:	CHRAJ
BROAD ACTIVITY:	CHRAJ05 - Develop a NACAP communication strategy
LINE OF ACTION:	NACAP Communication Strategy
LINE OF WORK:	NACAP coordination
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
Accra	01/09/2017	30/03/2018
SESSIONS:		
15/09/2017 - 30/09/2017		
02/10/2017 - 02/10/2017		
20/10/2017 - 10/11/2017		
15/11/2017 - 30/11/2017		
01/12/2017 - 20/12/2017		

EXPERTS:
Charles Mawusi

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
1	0	1

DESCRIPTION
<p>Charles Mawusi, a communications expert has been engaged to provide technical assistance to CHRAJ for the development of the NACAP communication strategy</p> <p>As formulated, the NACAP integrates anti-corruption measures into the programmes and activities of public sector organizations, particularly MDAs and MMDAs and key actors in the private sector. The NACAP enables collective action and sustained co-ordination of efforts, as well as the judicious application of resources of stakeholders to combat corruption. The NACAP will therefore guide stakeholders in their roles and responsibilities to combat corruption. The scope of the NACAP goes beyond controlling corruption in the public sector; it</p>

targets the private sector and embraces the activities of the state and non-state actors regardless of gender, age, local or international status. The NACAP adopts a long-term strategic perspective and utilizes a three-prong approach to the fight against corruption, namely; (a) prevention (b) education (c) investigation and enforcement

RESULTS

The strategy is expected to map out the general stakeholders, determine the appropriate communication requirements to support the effective implementation of the Plan. Develop tools, and strategies that would clearly align target stakeholders with specific message or communication channels, and the monitoring framework geared towards them. Specifically, the strategy is expected to:

1. Develop NACAP awareness and preventive measures through innovative approaches and engagement with identified national, regional, and district level audiences;
2. Ensure effective design of the identified NACAP Communication activities and interventions by the implementing agencies including HILAC and other critical stakeholders at all levels;
3. Support the wider publicity of the NACAP activities implemented by the Key NACAP stakeholder

CHRAJ06/03 - Anti-Corruption Week Inauguration Ceremony

AGENCY:	CHRAJ
BROAD ACTIVITY:	CHRAJ06 - Strengthen Collaboration among anti-corruption agencies (information sharing and exchange platform)
LINE OF ACTION:	Platforms of coordination with AC Agencies
LINE OF WORK:	NACAP coordination
TYPE:	S - Seminar, conference

PLACE:	DATE START:	DATE END:
Accra	04/12/2017	04/12/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
236	73	163

DESCRIPTION
<p>The Anti-Corruption and Transparency Week long celebration was officially launched on Monday, 4th December at La Palm Royal Beach Hotel by Hon. Yaw Osafo-Marfo. The programme commenced with two short video interludes on effects of corruption shown by Penplusbytes, a media CSO, a brief statement by CHRAJ and the European Union (EU) representative in Ghana, as well as a high profile 4-Member panel discussion on the theme “Ghana Beyond Aid: The Case for Effective Anti-Corruption Mechanisms”. This was empanelled by experts drawn from Government- represented by the Senior Minister, Hon. Yaw Osafo-Marfo; Civil Society- Dr. John Asafo-Adjei (Institute of Economic Affairs); the Private Sector- Nana Osei Bonsu (Private Enterprise Federation), and the Diplomatic Corps- Mr. Robert P. Jackson (United States High Commissioner to Ghana).</p>

RESULTS
<p>The launch set the tone for the discussions and programmes to be carried out over the week-long anti-corruption week event</p>

FIIAPP01/03 - Steering Committee 2

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP01 - SC meetings & Cross cutting activities
LINE OF ACTION:	Management FIIAPP Staff assigned to the action
LINE OF WORK:	Coordination & Management
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	26/01/2017	26/01/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
18	5	13

INSTITUTIONS
FIIAPP (Coordinator)

DESCRIPTION
<p>Meeting was chaired by the CHRAJ Commissioner with participants from National Commission for Civic Education (NCCE), Commission on Human Rights and Administrative Justice (CHRAJ), National Authorising Office (NAO), Attorney Generals Department (AG), Police, STAR Ghana, European Union Delegation (EUD), Judicial Service (JS), International and Ibero-American Foundation for Administration and Public Policies (FIIAPP). The meeting focused on a presentation of the progress report as well as a review of the action plan for 2017. Guidelines and procedures for activity implementation were also discussed with a lot of deliberations around some of the major challenges faced by ARAP including the way forward in addressing identified M&E challenges to inform the successful implementation of ARAP.</p>

RESULTS

The meeting presented a platform for the SC to review the progress report, proposed activities for the year and deliberate on the way forward for addressing major challenges facing the effective implementation of ARAP. The key points from the meeting include:

- ARAP CU to convey SC concerns on DSA guidelines to the EU for possible discussion and review.
- ARAP CU to follow up with all institutions to develop a four year workplan and share with SC by the next SC meeting.
- All institutions to finalize workplan for 2017 for prompt implementation.
- ARAP CU to explore opportunities for a joint assessment of the institutions to ascertain their M&E capabilities and how they could be supported under ARAP.
- All partner institutions to nominate focal persons to be represented on the SC.

FIIAPP01/04 - Steering Committee 3

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP01 - SC meetings & Cross cutting activities
LINE OF ACTION:	Management FIIAPP Staff assigned to the action
LINE OF WORK:	Coordination & Management
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	26/04/2017	26/04/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
26	11	15

INSTITUTIONS
FIIAPP (Coordinator)

DESCRIPTION
Meeting was chaired by the CHRAJ Commissioner with participants from National Commission for Civic Education (NCCE), Commission on Human Rights and Administrative Justice (CHRAJ), National Authorising Office (NAO), Attorney Generals Department (AG), Police, STAR Ghana, European Union Delegation (EUD), Judicial Service (JS), International and Ibero-American Foundation for Administration and Public Policies (FIIAPP), ARAP experts. The meeting focused on a presentation of the interim report as well as a review of the ARAP Action Plan for 2017.

RESULTS

SC agreed the necessary progress has not been made and encouraged all institutions to work with the ARAP CU to make sure the programme is on track and all stakeholders play a key role in fighting corruption and working together through the ARAP.

ARAP CU discussed the challenges faced in coordinating the development of a four year workplan with partner institutions. There is the need to take up this activity and all partners were urged to be strategic in the development their respective workplans and think beyond activities but envisage where they would want to go as institutions and collectively as a programme in the next four years.

The SC was reminded about the Public Education Workshop which will be a first step for cohesion and harmonisation of public education messages. All ARAP stakeholders would be expected to participate and should save the date.

There are other opportunities for coordinated activities among SC members /ARAP stakeholders. Particular the web based library although led by Judiciary should involve all the actors in the criminal justice system.

Additionally, coordination among the actions with police prosecutors and state prosecutors should be explored. In this area, the DPP commented that significant consideration be given to coordination of training specially between prosecutors and police investigators (CID on the Police).

FIIAPP01/05 - Steering Committee 4

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP01 - SC meetings & Cross cutting activities
LINE OF ACTION:	Management FIIAPP Staff assigned to the action
LINE OF WORK:	Coordination & Management
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	10/08/2017	10/08/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
23	8	15

INSTITUTIONS
FIIAPP (Coordinator)

DESCRIPTION
<p>The meeting was Chaired by CHRAJ and attended by representatives from all the Key ARAP stakeholder institutions. It focused on discussing the following key areas of the Programme:</p> <ul style="list-style-type: none"> • Public Education Working Group • Environmental Governance • Prosecution of corruption • Web-based library

RESULTS

The Main action points from the meeting included:

- All institutions to follow up to ensure the names of official representatives are communicated to the CU. The police will send through a letter soon after the SC
- ARAP CU to facilitate meeting between STAR Ghana and CHRAJ to meet to explore the possibility of joint awareness raising activities during the presentation of the NACAP report to Parliament.
- The representative of the JS called the attention to the CU to always engage the Projects and Reform Department even when they organize activities with other departments or units of the JS.
- There is an adjustment to be made in the work-plan: the capacity needs assessment and capacity building plan should focus on investigations and not systemic investigations.
- CHRAJ to circulate a brief overview of events for anticorruption week celebration to be shared with all stakeholders. Once this is circulated ARAP CU will convene a meeting to ensure stakeholder coordination on events for the 9th of December.
- CHARJ Requested that EU, ARAP CU and other development partners that may be interested in joining the planning committee inform them for such provisions to be made.
- Three-year workplan would be ready by the next steering committee for discussion.
- EU to consider Dialogue with the new Chief Justice on ARAP
- CU will liaise with all institutions to select next chair

FIIAPP01/06 - Steering Committee 5

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP01 - SC meetings & Cross cutting activities
LINE OF ACTION:	Management FIIAPP Staff assigned to the action
LINE OF WORK:	Coordination & Management
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	14/11/2017	14/11/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
24	12	12

INSTITUTIONS
FIIAPP (Coordinator)

DESCRIPTION
<p>The Steering committee focussed on providing a summary of the progress since the last SC meeting, indicating a total of 28 activities that had been implemented or were ongoing during the period under review. After her presentation, all stakeholders took turn to give a brief summary on their progress based on activities outlined in the work-plan. The SC meeting also focused on discussing coordination of activities to be implemented during the national anti-corruption week and the progress with the three year workplan by all stakeholders.</p>

RESULTS

In conclusion, the SC was enjoined to prioritize the development of the work plan as it is also essential to agree on all possible activities and resources in line of each stakeholder's priorities in the framework of ARAP support, to be able to commit the resources after the end of next year 2018, according to EU contracting rules.

some of the main action points from the SC included;

- Regular participants to the SC should be registered as representatives for the respective institutions as official letter for most institutions has not been received
- NAO to facilitate a meeting between LAS, EUD and ARAP to discuss further on the issues of ARAP support to LAS
- At the next SC, all institutions should have in attendance top management present to review the outputs on 3yrs.
- NAO should sign and send a letter to all institution to understand their obligation to conclude their work plan, and also to know that past next year no contracts could be signed.
- The next steering committee should focused solely of the approval of work plan with all institutions.

FIIAPP03/01 - Initial Assessment of Stakeholders' M&E Data availability

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP03 - ARAP M&E Framework Development
LINE OF ACTION:	Stakeholders M&E
LINE OF WORK:	M&E
TYPE:	M - Missions

PLACE:	DATE START:	DATE END:
Accra	09/02/2017	30/04/2017

EXPERTS:
Samuel Cudjoe

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
1	0	1

DESCRIPTION
<p>The ARAP Steering Committee has agreed that a first step in harmonizing monitoring of corruption and accountability would be an Assessment of the stakeholders' M&E departments, with the objective of:</p> <ul style="list-style-type: none"> • Assess and evaluate the data management systems of partner institutions of ARAP to effectively collect data relating to corruption, accountability and environmental governance. • Develop recommendations to improve the data management systems of the partner institutions • Develop a joint assessment framework for ARAP partners to enable them track implementation and progress under ARAP

RESULTS
<p>The most significant conclusion emerging from this assessment is to focus on the short term in improving current monitoring tools and processes, particularly within the Attorney General's Department. Considering that there are a number of complete case tracking programmes that are about to be implemented it does not make sense for ARAP to invest in a joint intervention.</p>

FIIAPP03/02 - Update and Revision of ARAP M&E Framework (I)

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP03 - ARAP M&E Framework Development
LINE OF ACTION:	Stakeholders M&E
LINE OF WORK:	M&E
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
Accra	09/10/2017	03/11/2017

EXPERTS:
Enton Dimni
Raphael Asuliwonnu

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
2	0	2

DESCRIPTION
<p>The Programme engaged two Monitoring and Evaluation consultants to work with the Project Coordination Unit (PCU), to provide services with a view to ensure adequate reporting on progress towards the key development objectives and project outcomes, and to lay a solid foundation of data and information on which evidenced-informed programming and policy-making can take place and coordination between partners can be facilitated.</p> <p>The consultants will be responsible for the design and roll out of the project results framework, advising the Team leader and the PCU on the programme's results. The consultancy will implement the maiden M&E plan and design/operate the information management system of the Programme that adheres to the project management information needs and implementation requirements of ARAP and the stakeholders.</p> <p>The specific objective of the assignment is to lead the development and roll out of an M&E framework, supporting the Programme to determine performance and progress toward achieving outcomes (short and medium) outlined in the project document.</p>

The M&E Framework when fully implemented would lead to a number of benefits for the programme:

- M&E Framework when implemented will enhance the ARAP's reporting process leading to the production of high quality evidence/results based reports;
- The Framework will ensure continuous monitoring of programme progress including programme delivery rate, activity implementation, continuous data collection and analysis and evaluation of work processes;
- The Framework when fully implemented, will also enhance ARAP's capacity to keep track of project implementation challenges and risk, thereby providing the TL with critical data on sections of the programme that may require further support or restructuring

RESULTS

Key findings and recommendations

- There is the need for further engagements with stakeholders to discuss and agree on what constitute corruption in terms of the data captured by GPS, JS, and AGD. If this proves difficult, then ARAP can isolate a measure specific offenses that even now are considered corruption (i.e. Corruption, embezzlement,)
- Recommendation to include a specific requirement in the future ToR for all the training sessions the responsibility of the trainers to distribute the Training Evaluation Form to the participants in every training organised/supported/funded by ARAP, to ensure it is duly filled, and to prepare a summary of its findings.
- It is strongly advisable that the summary of the findings together with scanned copies of the filled questionnaires should be included as Annexes of the Training Summary Report. The data will serve the TL to assess the trainers' performance and will also serve the M&E Team to obtain data relevant for output indicators related to the training activities.

FIIAPP04/01 - Environmental Governance Assessment with special focus on Illegal Mining

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP04 - TA for ARAP Programme
LINE OF ACTION:	Environmental Governance
LINE OF WORK:	Environmental Governance
TYPE:	M - Missions

PLACE:	DATE START:	DATE END:
Accra; Takoradi, Bogoso; Kumasi; Bibiani	05/06/2017	23/06/2017

EXPERTS:
Myra Nyamekeye Darko Quarm
Michael Nest
Antonio Vercher Noguera

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
5	3	2

INSTITUTIONS
FIIAPP (Coordinator)

DESCRIPTION
<p>A priority for the mission was understanding environmental governance challenges at the local-level. For this reason, the team engaged in two field trips (of four days, and two days) to the Western Region to talk to regional and district representatives of national agencies, as well as to meet District Assembly staff, a mining company and a district leader of the National Association of Small-Small Miners. The two-day visit was to Bibiani District, where the EU is funding a project on skills training for economic livelihoods for youth, that commenced in January 2017.</p> <p>The TOR for this mission focused on the need to identify opportunities for assistance related to accountability and anti-corruption across the breadth of environmental governance. In fact, galamsey became the focus of the mission because of:</p>

1. The clear message from the district level that galamsey is their primary environmental problem and that they struggle to prevent it or manage its impact.
2. The fact that galamsey affects the entire scope of environmental governance through water pollution, deforestation, destruction of arable land and river fisheries, and chemicals (i.e., mercury) affecting human health.
3. The prevailing political and public mood regarding the urgency of combatting illegal small-scale mining.

RESULTS

Initiatives focused on improving environmental governance in Ghana have focused on capacity building with the EPA, FC and MC, and in terms of specific environmental problems, reducing illegal logging. These initiatives have been partly successful, but there are outstanding problems of few specialised legal skills, inefficient systems, constrained resources that hinder field operations, and lack of collaboration between environmental agencies.

The key unmanaged environmental governance issue is galamsey. This problem currently receives no donor support, the NREG failed to reduce it, and it is only now being belatedly tackled by the GOG in a comprehensive way.

Galamsey occurs because of weaknesses across the entire environmental governance chain, including laws, policies, regulations, decision-making, inter-agency coordination, systems for monitoring and regulation, staff skills and knowledge, resource levels, administrative decentralisation, public education, and legal responses to noncompliance. Lack of accountability, inadequate rule of law, and corruption are factors in all these weaknesses. More than any other single environmental problem except climate change, illegal SSM is also connected to other key challenges listed in the NEP: land degradation, deforestation, water pollution, and to a lesser extent, biodiversity loss.

The report identified four action areas, their desired outcomes and potential activities.

FIIAPP04/02 - Environmental Governance Broad Sectoral Analysis

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP04 - TA for ARAP Programme
LINE OF ACTION:	Environmental Governance
LINE OF WORK:	Environmental Governance
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
Accra	25/08/2017	30/11/2017

EXPERTS:
Noble Wadzah
Michael Nest
David Asumda Esq

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
3	0	3

DESCRIPTION
<p>The Environmental Governance Sector Study analyses weaknesses in the current policy and legislative framework, as well as weaknesses in the implementation by agencies with responsibilities for managing natural resource use of their mandates, i.e., weaknesses in practice. It then identifies gaps in assistance by development partners to Ghana given these weaknesses, and therefore opportunities for ARAP to provide support to the Government of Ghana. The Oct/Nov mission built on two earlier missions (May 2017 and Sep/Oct 2017), to engage with stakeholders, such as the Forestry Commission, Fisheries Commission, Land Use & Spatial Development Department, and the Ministry for Local Government and Rural Development (responsible for District Assemblies, which coordinate responses to environmental governance problems at the local-level). Local consultants were engaged to perform some of this work, as well as to analyses of gaps in the legislative framework. The study recommended four key areas for ARAP to provide support to the EPA and other agencies with environmental responsibilities, including desired impacts, outcomes, activities (and related outputs).</p>

RESULTS

In terms of *systemic weaknesses* that undermine accountability, rule of law and corruption, the EG sector study identified two outstanding problems: (1) the inability of many agencies to do basic **compliance monitoring** of resource use and management within their portfolios, namely the EPA, but also the FC, MC, LUSPA, and Fisheries Commission; and (2) **complaints management**, including both the level of reporting (a feature of weak public education around how to report) and inadequate complaints management (characterised by confused, overlapping, multi-agency, responses – or, more often, lack of response when a complaint is made).

In terms of environmental *problems*, illegal mining and logging persists across the country and illegal fishing is an increasing problem.

Since its commencement in 2016, ARAP has already provided support for some activities with outputs, outcomes or impacts related to environmental governance. Given (1) the interests of stakeholders, (2) ARAP's focus (as determined by the National Indicative Programme and the ARAP Action Plan), and (3) the resources available, ARAP could usefully focus support on the following four result (impact) areas, each one a systemic problem for environmental governance in Ghana:

1. Better government management of environmental resources
2. More effective reporting of noncompliance and illegal behaviour
3. A robust criminal justice system response to wrongdoing
4. Legal and policy reform to reduce incentives for corruption.

ARAP is already providing support in some of these areas through support for the GPS, Attorney-General's Department, the Judiciary, and NCCE.

Through a successful and well-functioning partnership initially built around SSM, ARAP can support institutions with environmental responsibilities to broaden their focus other environmental governance issues under the leadership of the EPA. This approach is in keeping with the lessons from international examples, where a response to a specific problem (i.e., a problem-based approach) was a major factor in the success of anti-corruption action.

FIIAPP06/01 - Assessment of Gaps and Opportunities for Gender Mainstreaming in ARAP (TA)

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP06 - Develop Gender Mainstreaming and monitoring tool for ARAP
LINE OF ACTION:	Mainstreaming Gender in ARAP
LINE OF WORK:	Gender
TYPE:	M - Missions

PLACE:	DATE START:	DATE END:
Accra	29/03/2017	30/10/2017
SESSIONS:		
05/06/2017 - 16/06/2017		
30/10/2017 - 30/10/2017		

EXPERTS:
Patricia Blankson Akakpo
Rose Mensah-Kutin

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
2	2	0

DESCRIPTION
<p>The objective of this consultancy is to provide technical services required to focus the Programme in order to contribute to reduce the gender gap in Ghanaian society, through supporting gender mainstreaming in the programme and in the partner's activities, particularly when it comes to accountability, anti-corruption and rule of law.</p> <p>The two goals of this technical assistance are:</p> <ul style="list-style-type: none"> • To support the Programme in reducing effect of corruption on women • To strengthen the role women play or could play in the fight against corruption.

RESULTS

The key outputs of this activity include: a) Development of a set of recommendations to mainstream gender throughout ARAP; b) Development of a policy paper on gender and corruption in Ghana.

FIIAPP06/02 - ARAP Gender Mainstreaming Validation Workshop

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP06 - Develop Gender Mainstreaming and monitoring tool for ARAP
LINE OF ACTION:	Mainstreaming Gender in ARAP
LINE OF WORK:	Gender
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	28/09/2017	28/09/2017

EXPERTS:
Patricia Blankson Akakpo
Rose Mensah-Kutin

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
14	6	8

DESCRIPTION
<p>During the previous two months the Gender experts worked on a Background Paper titled "Gender Mainstreaming of the Accountability, Rule of Law and Anti-Corruption Programme (ARAP) and its Partner Institutions". The Paper includes a background analysis of the project, a description of the literature reviewed, an assessment of the stakeholders institutions and a last section of conclusions and recommandations. In order to ensure acceptance and ownership the action plan of the Paper will be developed by the partner institutions during this workshop.</p> <p>The workshop provided the platform for participants form the ARAP patner institutions to make inputs relevant to shaping the baground paper and the gender mainstreaming tool.</p>

RESULTS

Based on the workshop deliberations including the group reports and evaluation by the participants, the Gender Technical Team proposed the following recommendations as next steps for the consideration of the ARAP Coordinating Unit:

- ARAP should initiate a national dialogue on gender and corruption;
- Gender Technical Team to provide support to partner institutions to develop Gender Action Plans for ARAP programme areas and specific activities they are implementing;
- Gender training needs assessment of partner institutions;
- Gender training and capacity building for personnel/team responsible for the implementation of ARAP activities in partner institutions. The training should include targeted key decision makers of the institutions;
- ARAP should work with women's rights organisations and other key gender-oriented organisations in its efforts to ensure that gender becomes a key component in the discourse on accountability, rule of law and anti-corruption.

FIIAPP07/07 - International Partners Anticorruption Working Group meeting (IPs ACWG)

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP07 - Meetings & Workshops
LINE OF ACTION:	Coordination
LINE OF WORK:	Coordination
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	04/10/2017	04/10/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
13	3	10

DESCRIPTION
Coordination meeting with international donors to build on proposal for anticorruption messages and define common strategies with program partners and stakeholders.

RESULTS
The meeting focused on discussions around planning for the anticorruption week celebrations 2017

FIIAPP07/08 - Stakeholders Coordination Meeting on International Anti-Corruption Week Planning

AGENCY:	FIIAPP
BROAD ACTIVITY:	FIIAPP07 - Meetings & Workshops
LINE OF ACTION:	Coordination
LINE OF WORK:	Coordination
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	10/10/2017	10/10/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
23	10	13

DESCRIPTION
<p>ARAP Convened relevant stakeholders under the umbrella of CHRAJ to kick-start preparations for a one-week commemoration of the international anticorruption day celebration from the 4 and end on the 9th of December 2017. the stakeholders envisaged to coloborate for the organiation of the activitiesÂ came from the folowing institutions,CHRAJ EUD, ARAP, STAAC, USAID, office of the President, JS, GACC, POLICE, NCCE, PENPLUSBYTE,GII, IEA and IMANI</p> <p>The aim of the meeting was to explore the possibility of all stakeholders (state institutions, donor partners and CSOs) collaborating to implement the activities in a coordinated fashion.</p>

RESULTS

After the Meeting it was agreed that all the institutions present at the meeting will form a working group to further deliberate and plan for coordinated activities for the Week of the International anticorruption day 2017. Further details of agreed next steps are as highlighted below:

- It was agreed that the next Planning committee meeting be scheduled for Friday 10 am
- The next institution to chair the meeting will be IEA
- All the institutions in the planning committee should bring a detailed brief of planned activities for the week to be discussed into details
- Following the discussions, there may be the need to form sub-committees to coordinate on planning specific activities
- STAAC will follow up to try as much as possible to engage the coordinate soon but need to go through certain procedures first.

GPS01/01 - GPS: initial assessment of PIPS and other internal control mechanisms

AGENCY:	GPS
BROAD ACTIVITY:	GPS01 - Assessment of internal control mechanisms to prevent and combat corruption, particularly PIPS: capacity development plan
LINE OF ACTION:	PIPS Capacity Development
LINE OF WORK:	Combat internal corruption
TYPE:	R - Research, study, diagnostic

PLACE:	DATE START:	DATE END:
Accra	07/03/2017	17/03/2017

EXPERTS:
Ignacio Barbosa
Carlos Agudo
Sena Afua Dei-Tutu
Frank Harris

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
4	1	3

INSTITUTIONS
GPS

DESCRIPTION
The ten-day expert assessment mission was aimed at providing technical assistance to fighting corruption within the Ghana Police Service, especially through the Police Intelligence and Professional Standards Bureau (PIPS). The assessment sought to understand the challenges facing the PIPS and other internal structures within the police service tasked to check police conduct and internal corruption in order to design appropriate measures and interventions to strengthen and support the PIPS to effectively address police misconduct and ensure professionalism in the Ghana Police Service.

RESULTS

Recommendations identified to secure the strengthening of the GPS and PIPS to fight internet corruption:

- The need to revise the Police Service Act, and impose a statutory duty on the police to (a) conduct investigations in a timely and efficient manner, and frequently update the complainant on progress; and (b) conduct proactive operations to deter and detect corruption-related behaviours, and publish an annual report on all aspects of the procedures whereby complaints against the police are investigated and resolved.
- The need to revise the Road Traffic Regulations to make the system of imposing fines for traffic violations more user friendly for motorists, and thereby making the offer of a bribe the least best option.
- A GPS policy statement should be developed, defining the vision of transparent and ethical policing, the eradication of corruption-related behaviour, and the necessary steps to achieving that vision in the medium to long term.
- A GPS strategy paper should be developed to achieve the vision, defining a multi-faceted and multi-year approach to reducing corruption-related behaviours and winning back public trust and confidence. The strategy should ensure the broadest possible sense of ownership, both internal and external entities and agencies, and set realistic and achievable targets.
- The GPS Code of Ethics should be revised and revamped, with much greater emphasis on deterring corruption-related behaviour; and published, as a means of educating the public as well as police officers about the desired guiding principles of policing in Ghana and its standards of ethical conduct.
- A one-day 'cascade' training programme, based on the revised Code of Ethics, should be developed and implemented, to raise the awareness of police ethics among all GPS staff.
- Review and, as necessary, revise and expand the learning objectives that relate to ethical policing in basic and advanced training programmes provided at the Training Academy.
- Improve the procedures for the selection and training of Motor Traffic and Transport officers, as well as the supervision and management practices for these front line units.
- Conduct a much deeper functional analysis of the organization and working practices of PIPS, and identify those steps necessary to manage the vast backlog of pending cases.
- Revise the mandate (Standing Order and SOP) of PIPS, increasing its focus on proactive methods of detecting and deterring corruption-related offences, and removing any functions that are not directly related to its primary duty of dealing with misconduct.
- Introduce a telephone information line that is staffed during normal office hours and can provide members of the public with advice on how to make a complaint and their statutory rights.
- Impose a duty on PIPS to conduct a minimum number of covert operations to detect corruption-related offences among GPS officers.
- Provide specialist training and equipment to facilitate the increased emphasise on proactive operations by PIPS officers.

GPS01/02 - GPS: CSO workshop on Police corruption

AGENCY:	GPS
BROAD ACTIVITY:	GPS01 - Assessment of internal control mechanisms to prevent and combat corruption, particularly PIPS: capacity development plan
LINE OF ACTION:	PIPS Capacity Development
LINE OF WORK:	Combat internal corruption
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	14/03/2017	14/03/2017

EXPERTS:
Carlos Agudo
Frank Harris
Ignacio Barbosa
Sena Afua Dei-Tutu
Heikki Wendorf

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
17	6	11

INSTITUTIONS
FIIAPP (Coordinator)

DESCRIPTION
<p>The focus group style workshop centred on understanding the challenges associated with addressing issues of police corruption and misconduct from the view of civil society. The participants were drawn from Civil Society Organisations with experience of working directly with police around corruption related issues as well as misconduct on the part of the police. Institutions such as the GACC, GII, CDD, CHRI who have engaged directly with police, particularly through the PIPS shared some insights on the procedures of PIPS in addressing public complaints against police officers and made suggestions on how such procedures</p>

could be improved to ensure their effectiveness and increase public trust in the Ghana Police Service.

Discussions also focused on unpacking what the role of a proposed independent police complaints unit would be, how effective it could be in putting police behaviour in check and if a new independent institution may need to be set up or if an existing national anti-corruption institution could be empowered to take up such a role.

RESULTS

At the end of the discussions, the experts mission was able to understand the perspective of civil society on the extent of corruption within the police and the effectiveness of the current police internal control mechanisms. The major outcome of the meeting was recommendations gathered from the CSOs to support the Capacity Needs Assessment to strengthen the GPS in addressing internal corruption. Some of the recommendations include:

- The need for to strengthen the policy that established PIPS to make PIPS more accountable to the citizenry.
- The need for PIPS to be supported to undertake more proactive investigations rather than solely relying of reports from individuals.
- The need to strengthen PIPS and perhaps CHRAJ as existing frameworks for addressing corruption instead of setting up an entirely different public complaints unit for the GPS.

GPS01/03 - GPS: Comprehensive Functional Analysis of PIPS

AGENCY:	GPS
BROAD ACTIVITY:	GPS01 - Assessment of internal control mechanisms to prevent and combat corruption, particularly PIPS: capacity development plan
LINE OF ACTION:	PIPS Capacity Development
LINE OF WORK:	Combat internal corruption
TYPE:	M - Missions

PLACE:	DATE START:	DATE END:
Accra	17/04/2017	28/04/2017

EXPERTS:
Frank Harris

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
1	0	1

DESCRIPTION
<p>A follow up mission to undertake an in-depth and detailed functional analysis of the Police Intelligence and Professional Standards Bureau (PIPS), with the purpose of identifying areas of strengths, weaknesses and opportunities in its case management and resolution performance. The objectives of the mission include:</p> <ul style="list-style-type: none"> • To identify the strengths, weaknesses and gaps in the legislation (primary and secondary) that regulates the investigation and resolution of complaints against Ghana Police Service (GPS) officers. • To identify the strengths, weaknesses and gaps in the Standard Operating Procedure(s) that regulate the management and activities related to the investigation of complaints against GPS staff • To evaluate the average duration of a complaint investigation and resolution process at each stage, and the common factors that cause delay. • To specifically assess the extent to which a lack of inadequacy of vehicles and information and communications technology (ICT) contributes to the delay in finalising investigations and resolving complaint cases. • To evaluate the gaps in knowledge and skills (competencies) among PIPS' staff and the extent to which these contribute to the delay in finalising investigations and

resolving complaint cases.

- To bring forward evidence-based conclusions and recommendations as to ways in which the complaint investigation and resolution process might be enhanced and improved, with particular reference to legal provisions, operating procedures, equipment and use of technology, and human capacity development.

RESULTS

The Functional Analysis culminated in a report which made recommendations for the Inspector general of Police and the IGP consider in the design of programmes under ARAP support to PIPS. Some of the recommendations include:

- Development of detailed written guidance in the form of a Manual of Guidance on Complaints and Discipline Procedures
- The introduction of a dedicated Police Complaints and Misconduct Database (PCMD), ensuring that each complaint (or misconduct incident) is centrally recorded, facilitating analytical statistics, and helping to identify patterns of misconduct in geographical and functional areas of GPS.
- Preparing written guidance for supervisors, on the local resolution of complaints and incidents of misconduct.
- Development of policy that addresses the problem of motivating current and future staff of PIPS, and compensates for the significant disadvantages of their job.
- Development of a First-line Supervisors' Training Course for officers in the ranks of Inspector and Chief Inspector, giving particular priority to CID staff
- Considerations to relocating PIPS (Accra) to new office space, more suitable to the needs of its mandate.

GPS02/01 - PIPS Manual of Guidance: Complaints and Discipline Investigation (Training)

AGENCY:	GPS
BROAD ACTIVITY:	GPS02 - Assist PIPS' management in upgrading the agency's policies, procedures and working practices
LINE OF ACTION:	PIPS Capacity Development
LINE OF WORK:	Combat internal corruption
TYPE:	T - Trainings

PLACE:	DATE START:	DATE END:
Accra	17/07/2017	11/08/2017
SESSIONS:		
17/07/2017 - 21/07/2017		
24/07/2017 - 28/07/2017		
07/08/2017 - 11/08/2017		

EXPERTS:
Frank Harris
Steve Smith

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
43	12	31

DESCRIPTION
<p>One of the key recommendations of ARAP's recent functional analysis of the Police Intelligence and Professional Standards Unit (PIPS) is the need to further develop the skills and knowledge of the PIPS' investigators. Evidence was found that indicated a need for the introduction of minimum standards in core skill areas, thereby ensuring that all officers recruited into PIPS can deliver investigation services to the same standard.</p> <p>Complaints and Discipline Investigation Course (CDIC) is intended to equip PIPS' investigators with the necessary skills and knowledge to conduct thorough and professional investigations of complaints against police officers. The programme will be developed on the basis of minimum professional standards in relation to each skill area that PIPS' investigators</p>

require, as described in the Manual of Guidance: i.e. interviewing petitioners/witnesses and police defendants; writing statements of evidence; records of police defendant interviews; covering reports and summaries of evidence; and preparation of Dockets (case files) using computer templates. The standards will ensure that the training is closely linked to workplace demands. Officers learn by observing practical demonstrations of each skill area, then demonstrate that they can perform the skill in a safe learning environment. Only when each officer can demonstrate all of the required skills will he or she be certified as meeting the professional standard as a PIPS' investigator.

RESULTS

43 PIPS investigators (12 of them investigators in Accra, waiting to join PIPS in the near future) have been trained on the standards procedures of the Manual. In a few months, a monitoring and impact assessment will be undertaken on the actual and proper use of the manual when conducting interviews and investigations.

Deliverables;

- 1) Manual of Guidance, Complaints and Discipline Investigation (CDI);
- 2) Train of trainers set for three PIPS officials; 3) Training materials for all students

GPS02/02 - PIPS Manual of Guidance: Complaint and Discipline Investigation (Drafting and Validation)

AGENCY:	GPS
BROAD ACTIVITY:	GPS02 - Assist PIPS' management in upgrading the agency's policies, procedures and working practices
LINE OF ACTION:	PIPS Capacity Development
LINE OF WORK:	Combat internal corruption
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
Accra	09/05/2017	27/06/2017

EXPERTS:
Frank Harris

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
1	0	1

INSTITUTIONS
GPS

DESCRIPTION
One of the main recommendations of the Functional Analysis of PIPS was the need to develop a detailed written guidance in the form of a Manual of Guidance on Complaints and Discipline Procedures. The document was to incorporate current best practice, establish minimum workplace standards, and provide a foundation for PIPS induction and pre-deployment training. The Manual was to help investigators apply the provisions of the Police Service Regulations 2012 in a consistent and transparent manner.

RESULTS
The Manual was drafted and validated in a round of consultations with High Rank Officials, including IGP. After that training materials were developed to conduct a training programme on the Manual for all the PIPS staff. The manual has proved to be useful both as a training tool and as a bench reference material while investigators conduct their work.

GPS05/01 - Revision of Police Instructions (Workshop1)

AGENCY:	GPS
BROAD ACTIVITY:	GPS05 - Update of Police Service Instructions Manual to be available and accessible to all Staff
LINE OF ACTION:	Improve other mechanisms to fight internal corruption
LINE OF WORK:	Combat internal corruption
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Akosombo	24/04/2017	28/04/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
26	5	20

INSTITUTIONS
GPS

DESCRIPTION
<p>A significant number of High rank officials (COP, DCOP, ACP, etc.) met for one week to discuss ammendments and updates to the Police Instructions, a complete and detailed document of nearly 400 pages describing each and every procedure, as well as the correct conduct of officials in each case. They went through each provision, section, article, paragraph and discussed the content.</p> <p>There were a list of issues that could not be finalised due to technical complexity, those issues would be discussed in a more reduced and technical working group in a second workshop, before finalizing and validating the ammended Instructions.</p>

RESULTS

Having clear instructions to guide professional actions and behaviours as well as enforcing them through a strong supervision and sanctioning systems is crucial. It reduces risks of misconduct and corruption and increases predictability and accountability. The amendment is an important first step in the road map of better accountability, and it is worth noting that this was the first revision of the police instructions since colonial times.

ARAP team provided separate written input in following fields to modify the police instructions:

- gender equality
- disciplinary procedure

GPS05/02 - Revision of Police Instructions (Workshop 2)

AGENCY:	GPS
BROAD ACTIVITY:	GPS05 - Update of Police Service Instructions Manual to be available and accessible to all Staff
LINE OF ACTION:	Improve other mechanisms to fight internal corruption
LINE OF WORK:	Combat internal corruption
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	18/09/2017	22/09/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
14	4	10

DESCRIPTION
<p>Police service instructions guide the core part of work of the police. The knowledge of those and access to them should be made available for the whole staff of the police in a cost effective way using IT solutions as much as possible. The second round of drafting attracted a group of retired police officers, members of current management of police and experts. The stakeholders had provided written input in many parts of the text to be reviewed by the expert team.</p>

RESULTS
<p>As an outcome the document was not yet finalized partly due to the high volume of amendments suggested by different parties. From ARAP the written submission included regulations on progressive disciplinary procedure and local dispute resolution. These are vital amendment and they would give the legal tools to first line supervisors to perform their work more efficiently at the same time reducing the amount of cases to be handled by PIPS.</p>

GPS05/03 - Revision of Police Instructions (Workshop 3)

AGENCY:	GPS
BROAD ACTIVITY:	GPS05 - Update of Police Service Instructions Manual to be available and accessible to all Staff
LINE OF ACTION:	Improve other mechanisms to fight internal corruption
LINE OF WORK:	Combat internal corruption
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	02/10/2017	06/10/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
11	3	8

INSTITUTIONS
GPS

DESCRIPTION
The workshop was aimed at finalizing the revised police service instructions. A technical committee set up by the GPS moved on to undertake this final activity. Committee had presentation from different parts of GPS also valuable members from retired police officers.

RESULTS
There is still no final draft to be represented to the Police Management. ARAP made suggestions in January 2018 to include provisions on more rigid supervisory control of police prosecutors and their cases in order to increase the legal and evidentiary value of their dockets. This would be added to the current draft possibly as an annex.

GPS11/02 - Front Line Supervisors Training of Trainers Course

AGENCY:	GPS
BROAD ACTIVITY:	GPS11 - Strengthening Front Line Supervisors
LINE OF ACTION:	Improve other mechanisms to fight internal corruption
LINE OF WORK:	Combat internal corruption
TYPE:	T - Trainings

PLACE:	DATE START:	DATE END:
Accra	09/10/2017	03/11/2017
SESSIONS:		
09/10/2017 - 20/10/2017		
23/10/2017 - 03/11/2017		

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
39	5	33

DESCRIPTION
<p>The aim of the programme is to ensure that participants - all of them trainers in the Police School and Academy- have the required skills and competencies to act as a trainer for inspectors and chief inspectors (front line supervisors) in skills for dealing with misconduct and discipline issues among their staff. Every participant will be a member of a team that will deliver the Front Line Supervision Training (FLST) course to all officers in the ranks of Inspector and Chief Inspector across the country. The FLST has been designed as a means of ensuring that Inspectors and Chief Inspectors have the required skills to tackle misconduct and to maintain discipline among their staff. The topics covered under the course include the following;</p> <ol style="list-style-type: none"> 1. Introduction to the Course 2. Confronting corruption and misconduct 3. Recognizing Police culture 4. Developing a Professional Image 5. Police Leadership 6. Motivating your Officers 7. Giving feedback to your Officers 8. Mentoring your officers 9. Dealing with Conflict among your officers

10. Progressive Discipline Process
11. Creating Action Plan (Progressive Discipline Process)
12. Progressive Discipline Process (Interview)
13. Local Resolution of Complaints

RESULTS

The 40 Frontline supervisors were trained as trainers and by the end of the workshop, a coordinator was designated to prepare the plan for the regional cascaded delivery of front line supervision training to approximately 2,500 key personnel across all police regions in Ghana. This training activity will be monitored by the expert who delivered the ToT classes. Furthermore regional, divisional, district commanders will receive a half a day briefing regarding the content and purpose of the training.

GPS11/03 - Front line Supervisors Cascade Training

AGENCY:	GPS
BROAD ACTIVITY:	GPS11 - Strengthening Front Line Supervisors
LINE OF ACTION:	Improve other mechanisms to fight internal corruption
LINE OF WORK:	Combat internal corruption
TYPE:	T - Trainings

PLACE:	DATE START:	DATE END:
Accra (2); Bolgatanga; Cape Coast; Ho, Koforidua, Kumasi; Suniany; Takoradi; Tamale; Tema; Wa	20/11/2017	18/03/2018
SESSIONS:		
20/11/2017 - 25/11/2017		
22/11/2017 - 27/11/2017		
24/11/2017 - 29/11/2017		
27/11/2017 - 01/12/2017		
29/11/2017 - 04/12/2017		
01/12/2017 - 06/12/2017		
04/12/2017 - 08/12/2017		
06/12/2017 - 12/12/2017		
08/12/2017 - 14/12/2017		
11/12/2017 - 15/12/2017		
12/12/2017 - 16/12/2017		
14/12/2017 - 17/12/2017		

EXPERTS:
Steve Smith

N° OF PARTICIPANTS:

TOTAL:	FEMALE:	MALE:
363	71	292

INSTITUTIONS
GPS

DESCRIPTION
<p>The GPS Inspector General wanted to reassert front line supervisor control of operational patrol staff to achieve a measurable reduction in police corruption and misconduct, reduced complaints against the police and a measurable improvement in police accountability.</p> <p>The IG approved a recommendation by the EU-funded programme ARAP (Accountability, Rule of Law and Anti-Corruption) to deliver anti-corruption training, local resolution of complaints, progressive discipline and other essential core leadership skills to approximately 2,800 GPS regional front-line 'Inspectorate' Chief Inspectors and Inspectors.</p> <p>FLST training have focused on Local Resolution of Complaints and Progressive Discipline. A Draft Policy and Procedure is currently being examined by the GPS HQ Technical Committee and the procedures are currently being trained as 'best practice' in readiness of the final approval of the policy and insertion into the Service Instructions.</p>

RESULTS
<p>The training was designed by ARAP and is supposed to be currently being delivered by ARAP trained police management instructors across Ghana. To-date, 400 front line supervisors have received the training which is supposed to continue until all 2,800 Inspectorate have attended the course.</p> <p>Very positive feedback on the course content and method of delivery by the GPS trainers has been received from FLST participants as well as senior regional leaders. The FLST training curriculum is being incorporated into the national police curriculum to train all newly promoted Inspectors. It was clear that usually this kind of attention is not given by the HQ. Especially useful it was because of connecting management and result oriented performance management issues to everyday life with concrete examples.</p>

GPS11/04 - Leadership (commanders) briefings and sensitization in all regions regarding FLST

AGENCY:	GPS
BROAD ACTIVITY:	GPS11 - Strengthening Front Line Supervisors
LINE OF ACTION:	Improve other mechanisms to fight internal corruption
LINE OF WORK:	Combat internal corruption
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra (2); Bolgatanga; Cape Coast; Ho, Koforidua, Kumasi; Sunyani; Takoradi; Tamale; Tema; Wa	13/11/2017	16/01/2018
SESSIONS:		
20/11/2017 - 24/11/2017		
22/11/2017 - 28/11/2017		
24/11/2017 - 30/11/2017		
27/11/2017 - 04/12/2017		
29/11/2017 - 06/12/2017		
01/12/2017 - 07/12/2017		
04/12/2017 - 08/12/2017		
06/12/2017 - 12/12/2017		
08/12/2017 - 14/12/2017		
12/12/2017 - 16/12/2017		
13/12/2017 - 18/12/2017		
11/12/2017 - 15/12/2017		

EXPERTS:
Steve Smith
Victor Adusah Poku

N° OF PARTICIPANTS:

TOTAL:	FEMALE:	MALE:
278	44	234

INSTITUTIONS
GPS

DESCRIPTION
<p>As part of the tour of all regions and as a prelude to all FSLT:s there has been senior level briefing informing them of their subordinates future new way of working and how they themselves can support them and also how the system can be made more efficeint and motivational via this new way of looking at solving disciplinary issues. ARAP delivered a half-day FLST familiarisation briefing to senior leaders especially with regard to local resolution and progressive discipline.</p>

RESULTS
<p>A total 246 senior level regional commanders attended the briefings. Not surprisingly, many Regional Commanders, their Deputies and senior commanders made requests for actual senior-level training to improve their skills and abilities to supervise front-line supervisors.</p> <p>Suggested senior-level course training topics might include anti-corruption awareness, public accountability, leadership skills to include effective delegation, time management and professional standards. The ARAP approach of designing and delivering ToT to a group of senior level trainers who then deliver the training to their peers in the regions seems to work well for FLST. A major advantage of this approach for the GPS is with regard to enduring and sustainable skills for Ghanaian police leaders and the methodology might be considered again when the GPS make a formal request for support to the ARAP Programme lead.</p>

GPS12/04 - Presentation and discussion of PIPS Proactive Investigation Proposal

AGENCY:	GPS
BROAD ACTIVITY:	GPS12 - Strengthening pro-active investigation in PIPS
LINE OF ACTION:	PIPS Capacity Development
LINE OF WORK:	Combat internal corruption
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
Accra	23/10/2017	28/10/2017

EXPERTS:
Marcos Gonzalez Quesada

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
1	0	1

DESCRIPTION
Assessment and collection of information regarding the proactive internal control investigations. Based on the collected information and international experience proposal is drafted and shared with counterparts for comments and validation. Basically the proposal aims to cover all covert techniques used by police: usage of undercover agents and confidential informants, technical surveillance and recording of premises, objects and persons.

RESULTS
The proposals will form the basis for further elaboration especially regarding surveillance. Lesson materials and actual training for PIPS (max 15 persons) will be provided next year. It is impossible to capture all aspects of the proposals for proactive investigations; therefore, prioritization have taken place.

GPS12/05 - Drafting of Covert Surveillance Manual

AGENCY:	GPS
BROAD ACTIVITY:	GPS12 - Strengthening pro-active investigation in PIPS
LINE OF ACTION:	PIPS Capacity Development
LINE OF WORK:	Combat internal corruption
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
Virtual / Distance Work	13/11/2017	08/12/2017

EXPERTS:
Frank Harris

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
1	0	1

DESCRIPTION
<p>The police officers in Ghana are usually only acting reactively based on made complaints and rarely based on their initiative on intelligence received i.e. proactively. Developing a case where public official is a suspect usually requires usage of covert measures especially surveillance.</p> <p>Therefore this manual was created informing the investigators about procedures they need to follow in order to respect the constitution especially privacy of persons and also practical case scenarios in which to use the mentods. By following the planning and implementation guidance also advanced proactive operations have become possible.</p>

RESULTS

The manual builds up the legal and practical framework for police to work with internal investigations using common law legal tradition. It is especially useful as there has been some legal vacuum on covert operations and with its approach the manual operationalizes constitutional thinking and builds up respect to human rights. Every operation has to be considered lawful, proportionate, necessary and accountable.

The manual has tutorially been drafted to be a follow up for the Manual and Training delivery for Discipline and Misconduct investigations, which was conducted during summer 2017 to all PIPS staff.

This proactive manual after validation will be used for training purposes in PIPS and furthermore this can later be used for capacity building of CID staff supporting e.g. any corruption investigation.

GPS13/08 - GPS and Civil Society Dialogue Workshop

AGENCY:	GPS
BROAD ACTIVITY:	GPS13 - Police Communication and Public Education Strategy
LINE OF ACTION:	Increase Police accountability
LINE OF WORK:	Combat internal corruption
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	30/11/2017	30/11/2017

EXPERTS:
Riccardo D'Emidio

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
81	25	55

DESCRIPTION
<p>Through the framework of the Ghana Police Service (GPS) Transformation Agenda, the Accountability Rule of Law and Anticorruption Programme (ARAP) is supporting the GPS to strengthen its accountability mechanisms. This is related directly to the enhancement of professional standards and improvement of GPS's response to citizens in dealing with complaints. To inform the reform processes underway in the GPS, the GPS, in collaboration with the Ghana Integrity Initiative (GII) and ARAP organised a GPS and Civil Society Dialogue Workshop on the 30th of November 2017. The workshop on the theme, <i>"The GPS Transformation Agenda: Facilitating Civil Society Dialogue to Enhance Accountability"</i> was aimed at facilitating dialogue between the GPS, civil society and the media as a means to better understand behaviours, perceptions, and expectations of different stakeholders. The workshop also sought to establish channels of communication and collaboration among key stakeholders to strengthen and improve anti-corruption within the GPS.</p> <p>The workshop aimed to build on the GPS Transformation Agenda which is primarily focused on modernization of Police procedures and activities, supported by strong citizen-oriented principles. Accountability and effective internal control mechanisms are key elements of the Police vision under the Transformation Agenda and are crucial to achieving its objectives of becoming a world class Police institution. The Transformation Agenda among other things also seeks to enhance Police welfare, professional development, revamping the criminal</p>

investigations unit, strengthening the Police Intelligence and Professional Standards Bureau (PIPS), and effectively using ICT as a driver for organizational change.

Over-all, it was a solution-oriented workshop, although the prevailing problems of the GPS especially the unfavourable public perceptions gleaned from surveys were highlighted, it offered the opportunity to the officers of the GPS to interact with participants in an open manner, sharing some of the practical challenges and bottle necks hindering the effectiveness of the GPS.

RESULTS

An initial step should be the establishment of a multi-stakeholder committee endorsed by the IGP to draw a road map to prioritize collaboration, roles and responsibilities towards the realization of the key recommendations from the workshop. below is a summary of some of the key recommendations gathered;

- A close partnership between GPS and CSOs, especially through PIPS. Prior to the long term goal of establishing an independent civilian police oversight body, it is important to explore how PIPS and CSOs can work together to ensure the effectiveness of PIPS mandate, especially through receiving complaints and providing critical feedback to citizens.
- The GPS employing a citizen centred approach in the implementation of its Transformation Agenda would be instrumental to its success. This should be informed by the development of a Communication and Public Education Strategy developed in a way which encourages the police to take the lead in public education.
- The need for the GPS to review and prioritise standards and regulations that will require revision and amendment to reflect modern policing standards. The Police service regulations and policy for promotions and transfers when revised can serve as a great motivation for high integrity standards in the service. This policy needs to be reviewed to support merit based professional development. It will ensure motivation of GPS officers to pursue good results in their work.
- As recruitment and training is a key pillar that informs the quality of personnel recruited into the service, it is of utmost importance to review the curriculum within police training institutes, both for new recruits and in-service staff, putting more focus organizational and human resource development.

JS01/03 - Capacity Needs Assessment of Judiciary to Adjudicate Cases of Corruption

AGENCY:	JS
BROAD ACTIVITY:	JS01 - Needs assessment
LINE OF ACTION:	AC Capacity Development Plan
LINE OF WORK:	Hear and adjudicate cases of corruption
TYPE:	M - Missions

PLACE:	DATE START:	DATE END:
Accra	01/10/2017	22/12/2017

EXPERTS:
Diana Asonaba Dapaah Dapaah
Elena Feeney

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
2	2	0

INSTITUTIONS
Judiciary

DESCRIPTION
<p>1. The purpose of the assessment was to explore ways in which, consistent with the interests of justice, the courts can ensure they are equipped with efficient and effective processes to deal with any corruption cases that enter the court system thereby enabling such cases to be disposed of in a fair and timely manner. It is important that any change is applied nationally as this ensures that all accused persons are dealt with in the same way wherever they appear.</p> <p>2. Through a series of meetings experts consulted with representatives of all those who are involved in the delivery of criminal justice at court. They also had an opportunity to observe court proceedings in both the criminal and civil/commercial jurisdiction. Although obviously there are significant differences between the types of case that</p>

appear before a civil/commercial court and the types of case that appear before a criminal court, there are invariably overlapping issues and experts found it helpful to look at good practice elsewhere in the court system.

3. The primary focus of the review was on change that could be implemented without legislation. This is problematic as one would assume that if it were possible to effect change to make the criminal justice system more efficient, without a need for new law, then such changes would have taken place already.
4. A final limitation was that it was not be possible to provide a quantitative analysis of the effect of any proposed changes. The main reason is that, as matters currently stand, Court statistics were incomplete as data from individual courts was not always provided to the Department for Monitoring and Evaluation as required. As a consequence, it was not be possible to obtain an accurate baseline.

RESULTS

Experts arrived in following conclusions:

1. They recommend the Chief Justice to commit to issuance of a Practice Direction that sets out the procedure rules that could be applied by Judges when handling corruption cases. The Practice Direction should provide guidance as to what Judges are expected to do as part of their case management role. A pre-trial review form should be prepared and annexed to the Practice Direction and the expectation is that parties will complete the form in advance of the hearing or that the judge will discuss the form with the parties during the pre-trial review hearing in criminal matter.
2. Subject to the agreement of the Chief Justice, ARAP's next steps should be to prepare a first draft of a Practice Direction setting out the powers of each court to manage its cases actively. Close attention should be paid to the Criminal and other Offences Act 1960 (Act 29) and the Criminal and Other Offences (Procedure) Act 1960 (Act 30) to ensure that the Practice Directions is consistent with these statutory provisions.
3. In terms of the process, a draft practice direction and draft pre-trial review form should be prepared. The Chief Justice may wish to invite comments from those who have participated in this review and any other judges who have a particular interest in case management. Consideration should be given to their comments and the practice direction should be amended as necessary.
4. A copy of the practice direction should be laminated and made available in each court room and in the robing rooms. In advance of each court day the clerk should make sure that copies of the practice direction are available on the court benches. The judge should remind each party of their obligations under the practice direction at the start of the case. Copies of the practice direction should be made available to students in law school and should form part of any criminal justice module taught in the Ghana School of Law. Active Case Management should be a requirement of any Continuing Professional Development training.

5. Experts recommend that a longer term aim should be to create criminal procedure rules that mirror the existing civil procedure rules. There should also be a mechanism whereby these rules could be changed without the need for further primary legislation. The experts were aware that this may require constitutional amendment. It is important that changes to criminal procedure are made as and when required as opposed to as and when there is time to enact primary legislation to respond more flexibly to the developments in technology and the developing criminal justice landscape. Experts are aware of the Rules of Court Committee, with representation from both the bar and the bench. It is this same committee that spearheaded the drafting of the CI 87 to make way for active case management in civil matters. This Committee could spearhead the recommended flexible changes to criminal procedure.

6. If long term legislative change is an option, it may be helpful to identify whether any additional legislative changes are required. For example, it may be a useful opportunity to consider the bail provisions that currently provide for early return dates, the net effect of which is to increase the number of cases entering the court system unnecessarily as the accused only appears so that the case can be further adjourned. This takes up valuable judicial, the inevitable consequence of which is to prevent other cases being heard and determined. A further change could include creating a Consolidated Bribery and Corruption Act to thoroughly define bribery and corruption and to provide an in-depth provision for prosecuting bribery and corruption cases. Some consultees suggested various improvements to asset recovery legislation

Monitoring and Evaluation

1. The Chief Justice should be at the forefront of any oversight role. However, the competing demands on her time may render detailed involvement impractical. The Chief Justice may wish to nominate a representative, either from her office or from the Department for Evaluation and Monitoring to manage the initiative.
2. The starting point should be to consider and identify the types of cases that she considers fall within the scope of a “corruption case”.
3. The next step should be to ensure the judicial oversight structure is in place. This may involve having conversations with the existing SHCJ to discuss their role. She may wish to set out the new parameters in writing. This will ensure that everyone is aware of what is expected. It may be helpful to do so in the form of a job description which can be used in subsequent recruitment exercises.
4. Similar provision will need to be made when appointing a DCMJ. The appointments do not necessarily need to be of the most senior judge in the court, rather it should be someone who has a particular interest in case management or who has expertise in different jurisdictions where case management is a significant feature. The parameters of this role should also be set out in writing as above, perhaps in the form of a job description. Some thought does need to be given to whether a decrease in the workload of this DCMJ is required although their responsibilities will be less onerous than those of the SHCJ.

5. Regular and effective court user meetings among all stakeholders; the bench, bar and the public should be organized by the DCMJ. The Chief Justice's forum ought to be replicated at a district level with DCMJ or the SHCJ taking the leadership role in these forums to assist in the monitoring and evaluation and constructive change system. These fora or court user meetings must not turn into another talk forum. Grievances and recommendations tabled at these fora must be expeditiously worked with to ensure effective justice delivery as a whole.
6. The Chief Justice will need to consult on the type and level of support required by a SHCJ to discharge their monitoring role. The SHCJ will require a clerk to collate the briefings provided from the court user meetings together with reports from the case management system. They will prepare a first draft briefing for the Chief Justice, which the SHCJ will amend as appropriate before issuing in his name. The clerk will also be responsible for monitoring whether each court has provided the statistical data as required by the Department for Evaluation and Monitoring. In the event that data is incomplete the clerk should email the court registrar, copying the SHCJ to request that the data be sent forthwith. There should be a staff audit to identify who, within a particular court, has the capacity and the ability to analyse the information required by the SHCJ. The added responsibilities would be linked to performance. Similar support will need to be given to the DCMJ on a local level and there should be a commensurate staff audit to identify who is best placed to fulfil the role of their clerk.
7. Once the SHCJ, DCMJ and their clerks are in place, any training needs will need to be identified. General sensitisation and commitment to effective work is key. Without an efficient and effective monitoring system coupled with effective leadership, any change may only remain theoretical. While the Monitoring and Evaluation Unit of the Judicial Service has a critical role to play, their work will be incomplete without the recommended effective leadership oversight and reporting. Subsequent to this, there is the urgent need for other units like the Public Complaints Unit, the Judges Assessment Committee of the Judicial Service and the Judges Monitoring Committee of the Ghana Bar Association to follow up on and work on complaints, constructive criticisms and recommendations received at those levels. These Committees must equally have an efficient and effective human and other resources within the Regions and up to the District level to follow up the chain of reporting.
8. In terms of the case management system itself, the Department for Evaluation and Monitoring should discuss with the database provider whether it will be possible to create reports on the measures identified in **Appendix E**. These changes may involve cost implications.

Active Management of cases

1. The Chief Justice should launch a case management initiative where the use of the Practice Direction, Pre-trial review form and judicial oversight is piloted. The initiative should be launched in two regions and should operate for a period of 6 months after which feedback in the form of an update reports is provided. The reports should include an analysis of the statistical data, if available. Following any changes, the

initiative should be implemented nationally. The Department for Evaluation and Monitoring should set up an implementation team to assist the SHCJ and the DCMJ in the initial stages of implementation.

2. Case management training should be provided for judges on the new practice direction and pre-trial review form. The training should also examine the types of issues that might arise in a typical court setting and how to use the framework to deal with the issues. The training should also deal with how to manage allegations of bias made during the course of the hearing.
3. The Chief Justice may wish to endorse the new approach to the active management of cases through speeches at the following national events: Ghana Bar Association Meeting and Judges Annual Conference. Further consideration should be given as to whether the senior judiciary can endorse the approach in suitable judgments. Consideration should also be given to including reference to active case management in articles or speeches scheduled to be delivered.
4. The system of recording hearings should be reviewed. A move to a digital voice recording system with back up tape recording is essential to the efficient handling of cases in court.
5. The Chief Justice may also wish further to explore the extension of video link facilities to other regions to ease the travel of witnesses outside Accra and Ghana. The use of video link will necessitate training of staff who man these facilities. Also, the appellate courts will also need training on the workings of these video facilities as vital evidence in appeal decisions.

JS02/01 - Training for Judges of Specialized Environmental Courts

AGENCY:	JS
BROAD ACTIVITY:	JS02 - Support to implement a Training Programme for judges
LINE OF ACTION:	AC Capacity Development Plan
LINE OF WORK:	Hear and adjudicate cases of corruption
TYPE:	T - Trainings

PLACE:	DATE START:	DATE END:
Accra	13/07/2017	14/07/2017

EXPERTS:
Dennis Adjei
David Asumda Esq
Dr. Gabriel Botchwey

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
16	4	12

INSTITUTIONS
JTI

DESCRIPTION
The main purpose of the activity was to build the capacity of selected High Court Judges (in 14 designated environmental -mining-Courts) on the provisions of Act 703 and its Amendment including Legislative Instruments made under them so as 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.

RESULTS
The training proved to be very useful. The content of discussions and presentations by the facilitators were very detailed; particularly, the presentations on the Minerals and Mining Act and Illegal mining in Ghana. The participants seemed to have thoroughly grasped the

provisions of the Act, especially the provisions on offences, penalties and the role of the Court. However, more time could have been spent in discussing the legislative instruments (LI's) in detail. Only one LI out of the lot was sufficiently discussed in detail. The role plays by the participants could have been better structured, as it appeared a few participants struggled to get to grips with presenting their cases during the role plays.

Legal Technical Analysis: The Minerals and Mining Act 2006 (Act 703) is the main law dealing with mineral exploitation, mining and sale. It sets out the procedure to obtain different types of licences relating to the mining industry. However, it has a few defects that were highlighted at the training session which would be a challenge to the participants as they hear cases on it and needs to be addressed.

Court in Act 703 is defined to mean only the High Court. On the other hand, the amended s.99(8) states that "court" includes the "Circuit Court" but applicable only to offences and penalties under s.99. There appears to be an anomaly. The amended s.99 (8) should have covered the entire Act 703, enabling offences and penalties other than s.99 in Act 703 to be heard in circuit courts as well. This goes to the issue of jurisdiction.

S.99 (4) could have been better drafted like s.99 (3). The drafting of the term of imprisonment under s.99 (4) is ambiguous, while that of s.99 (3) is very clear. Meaning sentencing under s.99 (4) would likely pose difficulty for the judges.

Conclusions: Mining is a well regulated area as such it is very important that adjudicators are abreast with the relevant laws to be able to mete out the requisite deterrent punishment. To that extent, the two day training of the Circuit Court and High Court judges from across the country on the minerals and mining laws, legislative instruments and illegal mining in Ghana was very necessary, and has been a success. The facilitators conducted the training very well. They explained the laws properly to the participants, conducted group tasks and role plays and answered lots of questions posed by the participants. The participants acquired extensive knowledge - both theoretical and practical knowledge - of the laws on mining which has equipped them to be able to fairly and competently deal with the challenges they would face when adjudicating cases that would come before them.

Recommendations: (1) ARAP should consider monitoring the newly created courts to be able to ascertain how the judges perform and apply the law to cases they adjudicate. (2) ARAP should consider supporting the Minerals Commission to train its own prosecutors to directly handle all its cases. (3) ARAP should consider supporting the joint training of judges, investigators and crime officers. (4) ARAP should consider supporting the joint training of judges, prosecutors and defence lawyers.

JS03/01 - Initial Assessments of Needs for the Web Based Legal E-Library Platform (TA)

AGENCY:	JS
BROAD ACTIVITY:	JS03 - Resource Needs Assessment and road map
LINE OF ACTION:	Establishment of Legal Library (web-based)
LINE OF WORK:	Web based Legal Library
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
Accra	26/07/2017	15/09/2017

EXPERTS:
Christopher Munga

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
1	0	1

INSTITUTIONS
Judiciary
GPS
MoJAGD
LAS
CLR

DESCRIPTION
<p>The consultant was required to assess this proposal and formulate the road map for ARAP to support its implementation, or any other options towards this goal (accessibility). With this in mind, the consultant was to assess the needs of users of the Criminal Justice system (police, investigators, prosecutors, lower and higher level courts, and others including the public) in accessing legally relevant information in Ghana, with a deeper look into corruption and accountability matters.</p> <p>The consultant(s) was required to work closely with all the mentioned stakeholders of the</p>

Criminal Justice system, particularly to the Judicial Service, for this purpose. He developed a background paper explaining the needs, possibilities for action and recommended options to improve the situation. The consultant was to collaborate in the design of the ARAP specific activities in the area of access to judicial information and could be required to provide technical assistance for its implementation and/or monitor and follow up on those activities.

RESULTS

Based on experts assessment cost efficient and elaborate legal database consisting of case law and written law should be created on a website. Information should be easily searchable and it should be created in a format that allows easy output of validated information. It should be accessible in basic format to everybody and in larger scale to those who pay for it or are institutional users.

JS03/03 - Workshop to Validate Initial Findings of the Web Based Legal E-Library Platform

AGENCY:	JS
BROAD ACTIVITY:	JS03 - Resource Needs Assessment and road map
LINE OF ACTION:	Establishment of Legal Library (web-based)
LINE OF WORK:	Web based Legal Library
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	27/09/2017	27/09/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
10	3	7

INSTITUTIONS
Judiciary (Coordinator)

DESCRIPTION
<p>After the content analysis and IT analysis the suggested solutions and options were represented to a large group of stakeholders; the potential users of the e-library.</p> <p>Expert contacted initially all the stakeholders to understand the needs and conditions; some of them are mainly stakeholders using the system and receiving info and some are mainly providing information and feeding onto the system, a lot depends on the quality of the data fed in technically and substantially.</p>

RESULTS
<p>Workshop provided for all the stakeholders chance to come up with their suggestions. Main concerns were raised by the Law Reporting Council basically encouraging to build on the existing institutions and not to try to reinvent the wheel. Workshop approved the structure and content of the web-system suggested by the expert.</p>

JS07/03 - Judges Sensitization Workshop on PRCUs

AGENCY:	JS
BROAD ACTIVITY:	JS07 - Public Complaint Units capacity building
LINE OF ACTION:	Expand and Strengthen the Public Complaints Units in the Judicial Service
LINE OF WORK:	Combat internal corruption
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra	11/12/2017	11/12/2017

EXPERTS:
Dennis Adjei

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
24	8	16

INSTITUTIONS
JTI
Judiciary

DESCRIPTION
ARAP financed and JTI organized a one day event for Supervising High Court Judges and their deputies working on disciplinary issues and two High Court Judges who assist in these proceedings. Idea was to introduce participants for the new more dynamic guidelines for the work of the Public Relations and Complaints Units in the judiciary. These guidelines were already approved by the Chief Justice.

RESULTS

Based on observations of the ARAP team, the discussion was intense and focused on how to make the current system better. It also meant that participants came up with suggestions to change the recently approved guidelines. Comments went also to the actual name, which implies that they would deal also with PR matters, although that work is done by separate people. ARAP is looking forward to receiving detailed suggestions in writing about the suggested changes so that they can be discussed with the Chief Justice.

LAS01/01 - Capacity Needs Assessment of Legal Aid Scheme, LAS

AGENCY:	LAS
BROAD ACTIVITY:	LAS01 - Capacity Needs Assessment
LINE OF ACTION:	Capacity Development Plan
LINE OF WORK:	Strengthen LAS AC/AC role
TYPE:	M - Missions

PLACE:	DATE START:	DATE END:
Abetifi; Accra; Bolgatanga; Cape Coast; Ho; Koforidua; Kumasi; Sunyani; Takoradi; Tamale, Wa	26/04/2017	07/06/2017

EXPERTS:
Jim Taylor
Edward Amuzu

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
2	0	2

INSTITUTIONS
LAS

DESCRIPTION
<p>One international and one Ghanaian legal expert visited almost all the regional offices of LAS and the one and only District office with a lawyer.</p> <p>Having studied the relevant legislation and other documentation, they used their time to interact with as many as possible of the staff; to see the premises and other facilities to understand the working conditions.</p> <p>The LAS had and has an important mandate with respect to ensuring access to justice and support to the citizenry in holding the government to account.</p>

RESULTS

The LAS is facing a number of significant obstacles that must be addressed in order for the Scheme to assist in a meaningful fashion with anti-corruption efforts. These obstacles are tied directly to the failure of the government to provide LAS with the resources they need to discharge their mandate. LAS is in dire need for funding, premises, equipment, logistics, nonetheless the assessment identified a positive level of professionalism and work motivation of much of the staff.

Recommendations emerging from the assessment include:

- An anti-corruption support and training is provided to all regional offices of the LAS to serve as clearing houses for anti-corruption complaints in the region.
- A centralized anti-corruption unit to be fed with cases from the regions is created in LAS.
- LAS seriously considers the use of para-legals, engages appropriate stakeholders such as the Ghana Bar Association in order to develop, deploy and expand the use of para-legals in the discharge of its mandate.
- LAS, assisted by ARAP/FIIAPP, should seek national and international partners for expansion of juvenile services, and locate funding opportunities to increase services for juveniles.

LAS01/02 - Development of Training Manual and Programme

AGENCY:	LAS
BROAD ACTIVITY:	LAS01 - Capacity Needs Assessment
LINE OF ACTION:	Capacity Development Plan
LINE OF WORK:	Strengthen LAS AC/AC role
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
Accra	01/08/2017	31/12/2017

EXPERTS:
Edward Amuzu

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
1	0	1

DESCRIPTION
<p>LAS assessment Mission indicated needs to enhance knowledge and skills of lawyers working in and outside of LAS. In order to support clients especially while they are reporting corruption, or testifying about corruption and when the clients are seeking legally to have the missappropriated funds returned to the state. Later also Alternative Dispute Resolution Staff will be trained. Plan will also include training and other support for persons who work or are going to work as paralegals in LAS.</p> <p>Therefore a separate training manual had to be created, having broad focus on the entire mandate of LAS.</p>

RESULTS
<p>Draft training manual is well addressing the educational needs of the lawyers. In addition it also gives the basics for any ADR person or paralegal to do their work even in anti-corruption context. Manual includes the entire training modules, including the lesson plans.</p>

NCCE06/03 - ARAP Public Education Working Group Workshop (First workshop)

AGENCY:	NCCE
BROAD ACTIVITY:	NCCE06 - Development of contents (messages, ways to deliver, etc..)
LINE OF ACTION:	Develop contents for campaigns involving technical institutions (particularly CHRAj but also EPA, LAS, etc.) and experts
LINE OF WORK:	Awareness Raising & Campaigning
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Ada	15/05/2017	17/05/2017

EXPERTS:
Charles Mawusi
Vitus Adaboo Azeem

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
49	15	34

INSTITUTIONS
NCCE
CHRAJ

DESCRIPTION
<p>The overall objective of the workshop was to design and build shared public and civic education strategies to be implemented by civic and public education providers. In order to do so the workshop had the following specific objectives:</p> <ol style="list-style-type: none"> 1. Identifying a range of “Action Areas” for public/civic education for anti-corruption, accountability and environmental governance. 2. Select a specific set of Action Areas to be addressed by Public/Civic Education within the ARAP programme. 3. Define specific expected outcomes for the selected specific Action Areas. 4. Identify key collaborations and lead stakeholders to deliver the public/civic education outcomes for each specific action area.

5. Build multi-stakeholder engagement and collaboration.

The workshop was designed using Participatory Action Research (PAR) methods, bringing together action and reflection, theory and practice, encouraging participation among stakeholders in the pursuit of practical solutions to reducing corruption levels and strengthening accountability in Ghana.

RESULTS

During the three days of the workshop, participant institutions brought together a great wealth of knowledge and expertise, establishing linkages between different areas of work and collaboration. It is important to note the attendance of a wide range of stakeholders brought a great diversity of perspectives, improving the quality of the thinking and of the design process. Overall, five priority action areas have been identified and draft strategies have been developed.

During the workshop a number of recommendations emerged both in terms of content, such as target audiences, key messages, etc as well as process. In this regard the Public Education Working Group was recognized as useful platform bringing together a broad range of stakeholders to discuss and define public education strategies. Additionally there was a consensus on behalf of stakeholders of the leadership roles of NCCE and CHRAJ (with regards to NACAP) in delivering public and civic education.

NCCE09/03 - Analysis and Development of the Research Report

AGENCY:	NCCE
BROAD ACTIVITY:	NCCE09 - Support to data collection and analysis
LINE OF ACTION:	Support to nationwide research of public perceptions of corruption
LINE OF WORK:	Research
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
Accra	04/09/2017	29/11/2017

EXPERTS:
Abu Mumuni

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
1	0	1

INSTITUTIONS
NCCE

DESCRIPTION
<p>Technical assistance was contracted to provide support NCCE throughout the data collection and analysis.</p> <p>Target group and sampling approach</p> <p>An overall sample size of 8,706 has been calculated for the study through the use of a scientifically sound and appropriate procedure. The calculation took into consideration, the following key indicators: the desired margin of error, confidence level and accurate estimate of proportion of population under study. The study employed the formula set out by Krejcie & Morgan (1970) to arrive at the required sample. The regional and district sample sizes were calculated using the 2010 population and housing census regional and district population proportionate rates to allow for fair distribution of the study sample.</p> <p>The study participants comprise Ghanaians aged fifteen (15) years and above. The age limit was selected to make provision for including both young and the elderly in the study. This is</p>

necessary to obtain the perspectives of the two groups on the subject under study.

The household is the primary sampling unit, with the unit of analysis being individual respondents selected from the households. In the study communities, the 'Day's Code' is used in identifying initial house/dwelling for beginning with interviews. The household selection grid is used for the selection of households for the interview while the respondent selection grid is used to select the interviewee.

Data Analysis

The data is edited, coded, entered and analyzed at the research department of the commission using Statistical Package for Social Sciences (SPSS). The analysis involves the computation of percentage and mean distribution of background characteristics of respondents as well as their awareness and knowledge on corruption, public accountability and environmental governance. Additionally, Chi-Square tests are used to test the statistical association between knowledge of corruption, public accountability and selected background characteristics of the respondents. Logistic regression models are also used to determine the actual predictors for engaging in corrupt acts. The analysis also takes into consideration the gender differentials in the perspectives, knowledge and experiences shared.

RESULTS

The research method was statistically robust, employing a systematic and random techniques in the sampling process. The sampling method took into consideration the age distribution and the sex of the respondents to have a substantial representation from each sex and from all age categories. In addition, the rural and urban distribution of the 216 districts were also accounted for in the sampling process to provide a fair representation of respondents by place of residence.

NCCE09/05 - External review of Data Collection Tool and Research Design

AGENCY:	NCCE
BROAD ACTIVITY:	NCCE09 - Support to data collection and analysis
LINE OF ACTION:	Support to nationwide research of public perceptions of corruption
LINE OF WORK:	Research
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
Accra	17/07/2017	31/07/2017

EXPERTS:
Elizabeth David-Barrett
Abu Mumuni

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
2	1	1

INSTITUTIONS
NCCE

DESCRIPTION
This review exercise was aimed at providing feedback on the validity and adequacy of the questionnaire in answering the objectives of the study. The reviewers were expected to, review the validity of the questions in addressing the purpose and objectives of the study, as well as produce and share comments on the validation exercise.

RESULTS
The reviews drew on best practice for survey design, research findings on how to measure opinions about sensitive issues, and latest developments in understanding and measuring corruption. Several recommendations were made suggesting amendments to reduce the length of the survey as well as to improve its coherence and rigour.

NCCE09/07 - Training of Research Assistants

AGENCY:	NCCE
BROAD ACTIVITY:	NCCE09 - Support to data collection and analysis
LINE OF ACTION:	Support to nationwide research of public perceptions of corruption
LINE OF WORK:	Research
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Kumasi	18/08/2017	25/08/2017
SESSIONS:		
18/08/2017 - 19/08/2017		
21/08/2017 - 22/08/2017		
24/08/2017 - 25/08/2017		

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
241	68	173

INSTITUTIONS
NCCE

DESCRIPTION
<p>The training was aimed at enhancing the knowledge 216 research assistants on the use of the data collection devices and understanding the key concepts of the study to be able to translate the questionnaire to respondents. The training was facilitated in batches of three groups with each batch of trainees being trained for two days. The participants were drawn from Civic Education Officers (CEOs) and Senior Education officers (SECO) from all the districts, with at least one officer representing each district. The training sessions were delivered by staff from the NCCE Research Department with support from an ARAP research expert. A total of 61 women and 166 men were trained by the end of the activity to carry out the data collection exercise.</p>

RESULTS

Overall, the training enhanced the knowledge of research assistants and ensured that they were adequately prepared for the data collection exercise. The use of PDAs and the associated software employed in the data collection is a very effective tool to ensure that data is collected in an efficient way. The ability of the software to also register GPS coordinates of all households also enables verification of data collected in cases of anomalies during data collection.

NCCE09/08 - Validation of Research Findings with Key Stakeholders

AGENCY:	NCCE
BROAD ACTIVITY:	NCCE09 - Support to data collection and analysis
LINE OF ACTION:	Support to nationwide research of public perceptions of corruption
LINE OF WORK:	Research
TYPE:	W - Workshops, meetings

PLACE:	DATE START:	DATE END:
Accra, Kumasi, Tamale	23/10/2017	27/10/2017
SESSIONS:		
23/10/2017 - 24/10/2017		
25/10/2017 - 25/10/2017		
27/10/2017 - 27/10/2017		

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
153	38	114

INSTITUTIONS
NCCE

DESCRIPTION
<p>The draft report was validated across the country to ensure that the information gathered is what is being reported. The country was zoned into three for the validation exercise – Coastal, central and the northern zones. Participants at the validation workshop were sample of survey respondents, representatives of institutions that work in the subject area, representatives of religious and traditional leaders; and some opinion leaders. Below are the schedules of the</p> <p>In all the validation meetings, highlights of the report findings were presented to the participants and general comments were taking after the presentation. Also, participants were grouped into three (under the three-thematic areas of the research – corruption, public accountability and environmental governance) to critically discuss issues that were reported in the thematic area that has been assigned to them. The groups were given an hour to discuss the issues and report back their concerns to the workshop participants. This was a very useful exercise because it provided an opportunity to solicit the views of the participants on all</p>

aspects of the report.

RESULTS

The validation exercise was useful in identifying gaps within the report and also served as a means for stakeholders to take inputs into the shaping of the final results. Some of the gaps identified include:

- The report not being clear whether it is the institutions that are corrupt or the individuals within them.
- Report failing to outline corrective measures
- Effectiveness of law enforcement agencies
- Lands commission/town and country planning should have been included in the survey

NCCE09/09 - Development of Short Video Documentary of Research Process on Public Perceptions of Corruption

AGENCY:	NCCE
BROAD ACTIVITY:	NCCE09 - Support to data collection and analysis
LINE OF ACTION:	Support to nationwide research of public perceptions of corruption
LINE OF WORK:	Research
TYPE:	C - Specialized Consultancy

PLACE:	DATE START:	DATE END:
	16/08/2017	22/11/2017
	SESSIONS:	
	21/08/2017 - 31/08/2017	
	20/11/2017 - 20/11/2017	

EXPERTS:
Elio Stamm

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
1	0	1

INSTITUTIONS
NCCE

DESCRIPTION
<p>Civic education is a core component of the programme and the National Commission for Civic Education (NCCE) is the key actor in carrying it out, through a direct grant from the EU. As part of their civic education activities, NCCE has planned a piece of research on perceptions and experience of corruption. The research will cover all the 216 districts of Ghana. The data collection process will be carried out by research assistants travelling throughout the country and collecting key information from Ghanaian citizens about their perception of corruption through mobile technology. The data will be analyzed by NCCE HQ in Accra and insights will be used to shape civic education activities under the ARAP programme.</p> <p>The objective of this assignment is to produce two short documentary films (a full length one</p>

of approx 7 min and a shorter version of max 2 mins) covering the research process. The video should be seen as a tool to encourage dialogue across different stakeholders and citizen at large about corruption and the measures in place to combat it, as well as improved accountability and environmental governance. The consultant(s) will be required to accompany and document with video and photography the overall research process from design to launch. This will include coverage of the training of research assistants, the data collection process in remote rural areas in selected districts as well as the overall development of the research. The videos will be presented during the launch of the research expected at the end of November 2017.

RESULTS

Two videos were produced: one longer of almost 10 minutes and a shorter version to share on social media.

NCCE09/10 - Pre Testing of Survey Questionnaire

AGENCY:	NCCE
BROAD ACTIVITY:	NCCE09 - Support to data collection and analysis
LINE OF ACTION:	Support to nationwide research of public perceptions of corruption
LINE OF WORK:	Research
TYPE:	R - Research, study, diagnostic

PLACE:	DATE START:	DATE END:
Aburi; Ada; Dodowa; Ho; Koforidua; Peki; Swedru; Winneba	10/07/2017	16/07/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
2	1	1

INSTITUTIONS
NCCE

DESCRIPTION
<p>Towards implementing NCCEs commitments under the ARAP, the Research, Gender and Equality Department of the Commission undertook a baseline research to inform and enhance the Commission's educational activities on anti-corruption, enhancing public accountability and environmental governance.</p> <p>This activity was aimed at pretesting the survey, gathering key information regarding the suitability, relevance and adequacy of the survey to inform the final revision of the data collection tool.</p>

RESULTS
<p>The pretesting exercise successfully informed the survey review, in a number of critical areas such as: length, revision of technical language, and sequencing of questions.</p>

NCCE09/11 - Monitoring of Data Collection Process

AGENCY:	NCCE
BROAD ACTIVITY:	NCCE09 - Support to data collection and analysis
LINE OF ACTION:	Support to nationwide research of public perceptions of corruption
LINE OF WORK:	Research
TYPE:	O - Other/neutral

PLACE:	DATE START:	DATE END:
Across all 10 Regions	28/08/2017	01/09/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
9	3	6

INSTITUTIONS
NCCE

DESCRIPTION
<p>Towards ensuring that Research Assistants selected to collect data from the field actually undertake their duties in line with the determined methodology and procedures for data collection, a team of monitors was constituted to oversee the data collection exercise. The Team was made up of ten (10) officers from the NCCE head office. Each monitored a region with physical visits to not less than Four (4) districts. The Districts so selected were a mix of both urban and rural. The monitoring exercise was originally scheduled for August 28-September 1, 2017. Monitoring officers were however allowed to work upto anytime within the data collection period which ended on September 8th.</p>

RESULTS
<p>The monitoring exercise was successful as the RAs were compelled by the presence of the monitoring officers to rigorously apply the procedures adopted for the data collection exercise. The presence of the monitoring officers also assisted the RAs to seek clarification on issues concerning the use of the phones and on procedures adopted for the data collection exercise where any arose. This exercise was very beneficial as it helped as well in providing a feedback to training officers as to where they need to focus more during the training sessions as to address some of the problems faced by the RAs.</p>

NCCE09/12 - Data Collection

AGENCY:	NCCE
BROAD ACTIVITY:	NCCE09 - Support to data collection and analysis
LINE OF ACTION:	Support to nationwide research of public perceptions of corruption
LINE OF WORK:	Research
TYPE:	R - Research, study, diagnostic

PLACE:	DATE START:	DATE END:
216 districts all accross all 10 regions	28/08/2017	08/09/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
241	68	173

INSTITUTIONS
NCCE

DESCRIPTION
<p>The data for the study was collected over a period of two weeks starting from August 28, 2017. The NCCE head office deployed a team of supervisors to supervise data collection. Overall, data collection was successfully completed across the country and the research assistants applied the methodology they were thought during the training in the exercise.</p>

RESULTS
<p>Data collection was concluded successfully and all the data collected from the 216 districts across the county was transmitted to the central server for analysis.</p>

NCCE10/01 - Launch of Research

AGENCY:	NCCE
BROAD ACTIVITY:	NCCE10 - Logistical support
LINE OF ACTION:	Support to face to face engagements
LINE OF WORK:	Awareness Raising & Campaigning
TYPE:	S - Seminar, conference

PLACE:	DATE START:	DATE END:
Accra	29/11/2017	29/11/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
355	131	224

INSTITUTIONS
NCCE

DESCRIPTION
<p>Launch of research on perceptions of corruption was aimed at the following;</p> <ol style="list-style-type: none"> 1. To raise awareness among citizens and key state institutions of the current perceptions of the Ghanaian population with regards to anti-corruption, public accountability and environmental governance. 2. Raise the visibility of NCCE, ARAP and EU as key players supporting the national fight against corruption, the strengthening of public accountability and improving environmental governance structures and processes. <p>The launch of the report was preceded by external reviews of the research report which formed the basis of discussions during the launch of the report.</p>

RESULTS

The research undertaken by NCCE uncovered a range of interesting data to be used to craft relevant and impact civic education activities. The data covering the general perception of corruption in the country, was aligned with other surveys carried out by Afrobarometre and GII. Specifically, the NCCE report highlighted that over 90% of respondents ranked the level of corruption as high, with half of the respondents having witnessed bribery acts and almost 60% having engaged in some kind of bribery. Almost 70% of respondents were not aware that District Assemblies are mandated by law to publish and make available the district assembly accounts to its constituents. With regards to environmental governance, poor sanitation came up as the overall major environmental concern and disaggregating the data by regions, environmental degradation caused by illegal mining activities was the environmental issue of concern in five regions.

The conclusion from the review of the research report, indicated that the research adds a voice to the need to intensify public education on corruption, public accountability and environmental governance. It will, therefore, strengthen the demand of not only the NCCE but several other stakeholders on the need for more attention from government with regards to the provision of both human and material resources to the institution to enable it effectively execute its mandate.

NCCE10/02 - National Dialogue on Research Findings - Anti-Corruption Week

AGENCY:	NCCE
BROAD ACTIVITY:	NCCE10 - Logistical support
LINE OF ACTION:	Support to face to face engagements
LINE OF WORK:	Awareness Raising & Campaigning
TYPE:	S - Seminar, conference

PLACE:	DATE START:	DATE END:
Accra	05/12/2017	05/12/2017

N° OF PARTICIPANTS:		
TOTAL:	FEMALE:	MALE:
301	129	171

INSTITUTIONS
NCCE

DESCRIPTION
ARAP NCCE with logistic for the organisation of a Stakeholder Dialogue. The findings of the research report were discussed in the National Dialogue organised under the framework of the 2017 Anti-Corruption and transparency Week. The dialogue was attended by stakeholders from a broad category of CSOs, MDAs, Academia, general public etc.

RESULTS
The event was attended by over 300 participants with live coverage on Joy FM and TV3.

NUMBER OF ACTIVITIES IN WHICH EACH INSTITUTION HAS PARTICIPATED			
Acronym	Complete name	Country	Num. Act.
GPS	Ghana Police Service	Ghana	22
FIIAPP	International and Iberoamerica Foundation for Administration and Public Policies	Spain	22
NCCE	National Commission for Civic Education	Ghana	18
Judiciary	Judicial Service of Ghana	Ghana	17
CHRAJ	Commission for Human Rights and Administrative Justice	Ghana	16
MoJAGD	Ministry of Justice and Attorney General Department	Ghana	16
EUD	European Union Delegation in Accra	European Union	11
EOCO	Economic Organized Crime Office	Ghana	10
GII	Ghana Integrity Initiative	Ghana	8
NAO / MoF	National Authorising Office / Ministry of Finance	Ghana	8
GACC	Ghana Anticorruption Coalition	Ghana	7
LAS	Legal Aid Scheme	Ghana	6
PS	Ghana Prisons Service	Ghana	6
STAAC	Strengthening Action Against Corruption	Ghana	6
STAR-Ghana	Strengthening Transparency Accountability and Responsiveness in Ghana	Ghana	6
EPA	Environmental Protection Agency	Ghana	5
MC	Media Company	Ghana	5
CDD	Ghana Center for Democratic Development	Ghana	4
CFBO	Community/Faith Based Organisations	Ghana	4
CTA	Chiefs and Traditional Authorities	Ghana	4
GAS	Ghana Audit Service	Ghana	4
GNA	Ghana News Agency	Ghana	4
GSA	Ghana Standards Authority	Ghana	4
OI	Other Institutions	Ghana	4
OSI	Other State Institutions	Ghana	4
PIPS	Police Intelligence and Professional Standards	Ghana	4
CHRI	Commonwealth Human Rights Initiative	Ghana	3
EMB-US	United States Embassy in Ghana	Ghana	3
GNFS	GHANA NATIONAL FIRE SERVICE	Ghana	3
IAE	Internal Audit Agency	Ghana	3
NGO	Non Governmental Organisations	Ghana	3
NIA	National Identification Authority	Ghana	3
OHCS	Office of the Head of Civil Service	Ghana	3
OSA	Other Security Agencies	Ghana	3
PAN	Public Agenda Newspaper	Ghana	3
Parliament	Parliament of Ghana	Ghana	3

PP	Political Parties	Ghana	3
PPB	Penplus bytes	Ghana	3
PSC	Public Services Commission	Ghana	3
TI	Tertiary Institutions	Ghana	3
UNIV - UPSA	University of Professional Studies	Ghana	3
WANEP	West Africa Network for Peacebuilding	Ghana	3
PN	Policía Nacional	Spain	3
UNDP	United Nations Development Programme	Supranational	3
EMB-DENMARK	Embassy of Denmark	Denmark	2
ATTC	Accra Technical Training Centre	Ghana	2
CI	Chieftancy Institutions	Ghana	2
GAAS	Ghana Academy of Arts and Sciences	Ghana	2
GBC	Ghana Broadcasting Corporation	Ghana	2
GBU	GHANA BLIND UNION	Ghana	2
GES	Ghana Education Service (Ministry of Education)	Ghana	2
GIPC	Ghana Investment Promotion Centre	Ghana	2
GIS	GHANA IMMIGRATION SERVICE	Ghana	2
GIZ	German International Cooperation	Ghana	2
GLA	Ghana Library Authority	Ghana	2
GMA	Ghana Maritime Authority	Ghana	2
IEA	Institute Of Economic Affairs	Ghana	2
IMANI	IMANI, Centre for Policy & Education	Ghana	2
ISD	Information Service Department	Ghana	2
JTI	Judicial Training Institute	Ghana	2
LD	Labour Department	Ghana	2
MDAs	Municipal and District Assemblies	Ghana	2
MLNR	Ministry of lands and natural resources	Ghana	2
MMDAs	Metropolitan, Municipal and District Assemblies	Ghana	2
MoEdu	Ministry of Education	Ghana	2
MoG	Ministry of Gender	Ghana	2
MoH	Ministry of Health	Ghana	2
MoP	Ministry of Petroleum	Ghana	2
MoRH	Ministry of Roads & Highways	Ghana	2
MoYS	Ministry of Youth and Sports	Ghana	2
NDPC	National Development Planning Commission	Ghana	2
NMC	National Media Commission	Ghana	2
OOP	Office of President	Ghana	2
SHS - GLI	Ghana Lebanon Islamic Sec. Sch.	Ghana	2
SSNIT	Social Security and National Insurance Trust	Ghana	2
UG	University of Ghana	Ghana	2
UNIV - IUC	Islamic University College	Ghana	2
VRA	Volta River Authority	Ghana	2

USAID	US Agency for International Development	United States	2
ActionAid Ghana	ActionAid Ghana	Ghana	1
APRM	Africa Peer Review Mechanism	Ghana	1
ASI	Adam Smith International	Ghana	1
BoG	Bank of Ghana	Ghana	1
BNI	Bureau of National Investigations	Ghana	1
CAGD	Controller & Accountant Generals Department	Ghana	1
CAS	Catholic Sec.	Ghana	1
CLPA	Constitutional, Legal and Parliamentary Affairs, Parliament of Ghana	Ghana	1
CLR	Council for Law Reporting	Ghana	1
CRS	Catholic Relief Services	Ghana	1
CSIR	Council for Scientific and Industrial Research	Ghana	1
CWCF	Canadian Worker Co-op Federation	Ghana	1
Daily Graphic	Graphic Communication Group Limited	Ghana	1
DFID	Department For International Development	Ghana	1
DSW	DEPARTMENT OF SOCIAL WELFARE	Ghana	1
DVLA	Driver and Vehicle Licensing Authority	Ghana	1
EC	ELECTORAL COMMISSION	Ghana	1
ECG	Electricity Company of Ghana	Ghana	1
EI	Educational Institution	Ghana	1
EMB-FRANCE	Embassy of France	Ghana	1
EMB-GERMAN	German Embassy	Ghana	1
FI	Financial Institutions	Ghana	1
FIC	Financial Intelligence Centre	Ghana	1
GA	GHANA ARMY	Ghana	1
GAF	Ghana Airforce	Ghana	1
GAPA	Global Arts and Politics Alliance	Ghana	1
Gar DA	Gar Disability Advocates	Ghana	1
GCRP	Ghana Conference of Religions for Peace	Ghana	1
GFD	Ghana Federation of Disability Organizations	Ghana	1
GHS	Ghana Health Service	Ghana	1
GIJ	Ghana Institute of Journalism	Ghana	1
GIL	Ghana Institute of Languages	Ghana	1
GMMB	Ghana Museum and Monument Board	Ghana	1
GNAD	Ghana National Association of the Deaf	Ghana	1
GP	Ghana Prisons Service	Ghana	1
GPRTU	Ghana Private Road Transport Union	Ghana	1
GRA	Ghana Revenue Authority	Ghana	1
GSPD	Ghana Society of the Physically Disabled	Ghana	1
HCOMM-BRITISH	BRITISH HIGH COMM	Ghana	1

HCOMM-CANADA	Canada High Commission	Ghana	1
HCOMM-UK	United Kingdom High Commission	Ghana	1
I DEG	Institute for Democratic Governance	Ghana	1
IG	Inclusion Ghana	Ghana	1
IMANI AFRICA	IMANI, Centre for Policy & Education	Ghana	1
ISODEC	Integrated Social Development Centre	Ghana	1
KMA	Kumasi Metropolitan Assembly	Ghana	1
LGS	Local Government Service	Ghana	1
MA	MUNICIPAL ASSEMBLY	Ghana	1
MLGRD	Ministry of Local Government and Rural Development	Ghana	1
MoEmp	Ministry of Employment	Ghana	1
MoEn	Ministry of Energy	Ghana	1
MoF	Ministry of Finance	Ghana	1
MoFA	MINISTRY OF FOREIGN AFFAIRS	Ghana	1
MoFin	Ministry of Finance	Ghana	1
Mol	Ministry of Interior	Ghana	1
MoInf	Ministry of Information	Ghana	1
MoInt	MINISTRY OF INTERIOR	Ghana	1
MoSL	Ministry of Supply and Labour	Ghana	1
MoTI	Ministry of Trade and Industry	Ghana	1
NHIA	National Health Insurance Authority	Ghana	1
NORSAAC	NORSAAC	Ghana	1
NPC	National Population Council	Ghana	1
NSS	National Service Secretariat	Ghana	1
NYA	National Youth Authority	Ghana	1
PAC	Public Accounts Committee, Parliament of Ghana	Ghana	1
PEF	Private Enterprise Federation	Ghana	1
PPA	Public Procurement Authority	Ghana	1
PSWU	Public Service Workers Union	Ghana	1
PURC	Public Utilities Regulatory Commission	Ghana	1
SCI	Second Cycle Institutions	Ghana	1
SEC	Securities and Exchange Commission	Ghana	1
SHS - ACH	Achimota Snr High School	Ghana	1
SSI	Second Cycle Institutions	Ghana	1
TUC	Traders Union Congress	Ghana	1
UEW	University of Education, Winneba	Ghana	1
UNIV - Be Great	Be Great University College	Ghana	1
Voda	Vodafone Ghana	Ghana	1
WRC	Water Resources Commission	Ghana	1
MJE	Ministerio de Justicia Español	Spain	1