

ANNUAL REPORT 2021



COMMISSION ON HUMAN RIGHTS
AND ADMINISTRATIVE JUSTICE

COMMISSION ON HUMAN RIGHTS
AND ADMINISTRATIVE JUSTICE

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**Commission on Human Rights
And Administrative Justice
CHRAJ, Ghana**

**Twenty-eighth Annual Report
2021**



The Rt. Hon Speaker of Parliament
Parliament House
Accra

Mr. Speaker,

In accordance with the provisions of Article 218 (g) of the 1992 Constitution, and Section 7 (1) (h) of the Commission on Human Rights and Administrative Justice Act 1993 (Act 456), I am pleased to present the Twenty-eighth Annual Report of the Commission for the period January 1 to December 31, 2021.

Yours sincerely,

Joseph Whittal
Commissioner

Commission Members



Joseph Whittal, Commissioner



Richard Quayson, Deputy Commissioner



Mercy Larbi, Deputy Commissioner

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LIST OF ACRONYMS

AAACA -Association of Anti-Corruption Agencies in Commonwealth Africa

ACHPR -African Commission on Human and Peoples' Rights

ACT -Anti-Corruption and Transparency

AG - Attorney General's Department

AU - African Union

CCM - Country Coordinating Mechanism

CHRAJ - Commission on Human Rights and Administrative Justice

CEDAW - Convention on the Elimination of all Forms of Discrimination against Women

CEPS - Customs Excise and Preventive Service

CEFM Child, Early, and Forced Marriages

CHRI - Commonwealth Human Rights Initiative

CCM - Country Coordinating Mechanism

CAGD's - Controller and Accountant General Departments

CHRAJSA - CHRAJ Staff Association

CSOs - Civil Society Organisations

ECOWAS - Economic Community of West African States

EOCO- Economic and Organised Crime Office

ICT - Information Communication and Technology

FIC - Financial Intelligence Centre

FIDA - International Federation of Women Lawyers

GARID - Greater Accra Resilient and Integrated Development

GBV - Gender Based Violence

GAC - Ghana Aids Commission

GES - Ghana Education Service

GSS - Ghana Statistical Service

GIMPA - Global Alliance of National Human Rights Institutions

GANHRI - Global Alliance of National Human Rights Institutions

IAA - Internal Audit Agency

IACD - International Anti-corruption Day

ICESCR - International Covenant on the Economic, Social and Cultural Rights

IHRD - International Human Rights Day

ILO - International Labour Organisation

KAIs - Key Accountability Institutions

LGBT - Lesbian, Gay, Bisexual, and Transgender

LGBTQ+ - Lesbian, Gay, Bisexual, Transgender, Queer, and others

LI - Legislative Instrument

MDAs - Ministries, Departments, and Agencies

MMDAs - Metropolitan, Municipal, and District Assemblies

MOGCSP - Ministry of Gender, Children and Social Protection

MLNR - Ministry of Lands and Natural Resources

MoF - Ministry of Finance

MoU - Memorandum of Understanding

NACAP - National Anti-Corruption Action Plan

NACIWA - Network of African Anti-Corruption Institutions in West Africa

NACOC - Narcotic Control Commission

NDPC - National Development Planning Commission

NMRF - National Mechanism for Review and Follow-Ups

NHRIs - National Human Rights Institutions

NGO - Non-Governmental Organisation

NMRF - Mechanism for Review and Follow-Ups

NPM - National Preventive Mechanism

NNHRI- WA - Network of National Human Rights Institutions in West Africa

PLHIV - Persons Living with HIV

PSAT - Prevention Self-Assessment Tool

PSRRP - Public Sector Reform for Result Project

OHCHR - Office of the High Commissioner for Human Rights

RTI - Right to Information

SOGIE - Sexual Orientation, Gender Identity, and Expression

SAVE - Sustained Action on Violence Prevention Enhanced

SDGs - Sustainable Development Goals

SMI - Strategic Management and Innovation

TI - Technology and Innovation

UNCAC - United Nations Conventions Against Corruption

UNCAT - Convention against Torture and Other Cruel, Inhuman, and Degrading Treatment or Punishment

UNDP - United Nations Development Programme

UNICEF - United Nations Children Fund

UNODC - United Nations Office on Drugs and Crime

UPR - Universal Periodic Review

WAPCAS - West Africa Project to Combat AIDS and STIs

CHAPTER ONE

INTRODUCTION

1.1 THE COMMISSIONER'S MESSAGE

It is the end of another successful year. With great pleasure, I have the honour to present to the Parliament of Ghana the 2021 Annual Report of the Commission on Human Rights and Administrative Justice (CHRAJ). This report is the 28th edition of the Commission since its establishment.

The Commission in 2021 was resilient in delivering on its mandates despite the persistence of the adverse impacts of the COVID-19 pandemic. CHRAJ sought to promote, protect and enforce fundamental human rights of all persons in Ghana; pursued administrative justice within public services and fought corruption by means of promoting transparent governance and accountability in Ghana. These efforts were on account of activities undertaken towards the implementation of the Commission's 5-year strategic plan (2021–2025).

In the area of Human Rights, various investigations and sensitization programmes were conducted in the year towards advancing a human rights culture in Ghana.

The Commission was a member of 16 Selected Entities (SE) that concluded the first part of the Public Sector Reform for Result Project (PSRRP). With funding from the World Bank, CHRAJ developed a Grievance Redress System and trained staff of Ministries, Departments, and Agencies (MDAs) aimed at building the capacity of client service units.

CHRAJ received Information Communication and Technology (ICT) equipment and infrastructural support from the World Bank to facilitate its work as the Ombudsman of Ghana.

The Commission continued in the fight against corruption by organizing workshops on identifying and prioritizing corruption risks in the fisheries and health sectors.

Pursuant to SDG goal 16, the Commission led Key Accountability Institutions (KAIs) to sign a Protocol to strengthen collaboration in the fight against corruption. CHRAJ played a coordinating role in implementing the UN Convention Against Corruption (UNCAC) in Ghana through programmes with UN Office on Drugs and Crime (UNODC) and continued to monitor the implementation of National Anti-Corruption Action Plan (NACAP) in the public and private sectors.

The Commission celebrated the Anti-Corruption and Transparency (ACT) week to advance a renewed culture of integrity in the youth. In order to promote integrity amongst the youth, the President of the Republic of Ghana, Nana Addo Dankwa Akufo-Addo, presented “Integrity Torch” to the youth of Ghana.

On the international front, the Commission monitored the national electoral process of the Gambia to safeguard compliance with human rights principles governing elections in West Africa.

The Commission acknowledges the efforts of its staff and partners for their unflinching support towards realizing a culture of human rights and promoting accountability, transparency, and good governance in Ghana.

1.2 THE YEAR AT A GLANCE

The Commission received a total of 8,785 complaints and resolved 8,335. The complaints received and resolved showed an increase of 9.7% and 8.9% over the previous year’s figures respectively. Also, 8,728 public education campaigns were conducted.

1.2.1 HUMAN RIGHTS

Case Management

The Commission received and classified a total of 8,412 complaints under the Human Rights mandate and resolved 8,009 complaints, representing 95.2% of the total complaints received.

Public Education

Five thousand three hundred and ninety-six (5,396) public education programmes on fundamental rights and freedom were organized. The activities were in the form of seminars, symposia, lectures, and media engagements.

Participation in Meetings/Workshop

The Commission participated in the following meetings and workshops:

- The Commission featured at the National Consultative Meeting for the Preparation of Ghana’s combined 8th and 9th Periodic Report on the implementation of the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW);

- The Commission also participated in a technical meeting to review the Persons with Disability Act 2006 (Act 715) and the drafting of an accompanying Legislative Instrument (LI);
- The Commission participated in a stakeholder meeting to discuss a report on “Human Rights Lens on the Impact of Industrial Illegal Fishing and Overfishing on the Socio-Economic Rights of Small-Scale Fishing Communities in Ghana”.
- The Commission participated in a number of meetings on the implementation of the SGDs geared towards Ghana’s 2nd Voluntary National Review scheduled for 2022;
- The Commission who is a member of Mechanism for Review and Follow-Ups (NMRF) had series of meetings, typical among them is the response to the UN joint communique requesting in an explanation on the arrest of some 21 Human Rights Defenders at Ho for allegedly promoting LGBTQ+ activities and deliberations on the LGBTQ+ Bill;
- The Commission also participated in a two-day stakeholder consultative workshop towards the development of a communication strategy to improve the implementation of the Human Trafficking National Plan of Action;
- The Commission, as a member of the National Child Protection Committee of the Ministry of Gender, Children and Social Protection (MOGCSP), participated in various programmes organized by the Ministry;
- The Commission attended a validation workshop which was organized by ActionAid Ghana on the theme,
- “End violence against women and girls in the world of work and the ratification of International Labour Organisation (ILO) Convention 190 and Recommendation 206 adopted in June 2019 at the International Labour Conference”;
- The Commission participated in a number of meetings on the implementation of the SGDs organized by the National Development Planning Commission (NDPC) geared towards Ghana’s 2nd Voluntary National Review scheduled for 2022;
- The Commission was elected as a member of the Ethics Committee of the Country Coordinating Mechanism (CCM) and participated in a series of meetings, including an orientation workshop for the members;
- The Commission participated in focused group discussions on the topic “The Legal Recognition of Paralegals in Africa: Lessons, challenges and the Best Practices” by Commonwealth Human Rights Initiative (CHRI);

- The Commission attended a training workshop for Gender Focal Officers on Violence and Harassment at the workplace organized by the Ministry of
- Employment and Labour Relations on the theme “Understanding ILO Convention 190”;
- The Commission attended a programme organized by Amnesty International, Ghana, on the theme “Abolishing the Death Penalty in Ghana, the Outcome of Amnesty Ghana’s visit to the President of the Republic of Ghana”;
- The Commission participated in a National Forum on the effects of enforcement of laws on free medical care under the Domestic Violence Act which was organized by the International Federation of Women Lawyers (FIDA) Ghana on the theme “Sustained Action on Violence Prevention Enhanced (SAVE)”;
- The Commission attended a programme organized by FIDA Ghana in which research findings on the Effectiveness of Support Service to Survivors of Violence During the Lockdown were disseminated;
- The Commission participated in a roundtable discussion on the theme “Non-Custodial Sentencing in Ghana’s Criminal Justice System”;
- The Commission participated in a roundtable discussion on the theme “Sharing and discussion of findings from a gender-based violence service providers mapping exercise conducted in the Greater Accra Region under the Greater Accra Resilient and Integrated Development (GARID) PROJECT” organized by Ark Foundation, Ghana;
- The Commission participated in a Stakeholder inception meeting for stigma Reduction for Mental Health and Disability Inclusion project;
- The Commission attended a Project Launch on the theme: “Combatting Modern Slavery in Ghana” by ActionAid, Ghana;
- The Commission participated in series of virtual workshops on the Universal Periodic Review organized by the UPR Info of the UN human rights system.

Access to Justice Project

The Commission in partnership with Crossroads International instituted a project titled “Access to Justice Project on Sexual and Gender-Based Violence (GBV) Against Elderly Women Alleged as Witches in Ghana”.

Discrimination Reporting System

The Commission in collaboration with West Africa Project to Combat AIDS and STIs (WAPCAS) organized a training workshop on Stigma and Discrimination Reporting System.

Advisory opinions

The Commission prepared and submitted an advisory in the form of memorandum to the Select Committee on Constitutional, Legal, and Parliamentary Affairs relative to the Proper Human Sexual Rights and Ghanaian Family Values Bill, 2021 (popularly known as the LGBTQ+ Bill).

Commemoration of International Landmark Days

The Commission commemorated the under-listed international landmark days to raise awareness of human rights issues in the country;

- World Day Against Child Labour
- International Day of the African Child
- International Day in Support of Victims of Torture
- International Day of Older Persons
- World Day against Human Trafficking

National Baseline Assessment on Business and Human Rights

The Commission in collaboration with the Ghana Institute of Management and Public Administration (GIMPA), completed the National Baseline Assessment on Business and Human Rights in Ghana.

Voluntary Principles on Security and Human Rights.

The Commission completed the first phase report on Voluntary Principles on Security and Human Rights.

Strengthening Local Capacities for Green and Inclusive Recovery Project

The Commission in collaboration with the United Nations Development Programme (UNDP) commenced and concluded a project in five (5) District Assemblies on the theme, “Human Rights Based Approach to Promote Human Rights and Inclusion in Strengthening the Development and Implementation of Covid-19 Green Recovery project” for public and private agencies and marginalized groups including women and youth assemblies.

Report on Human Rights situation in Ghana to Parliament

The Commission issued a report on the Human Rights situation in Ghana to the Parliament of Ghana for the Second Ordinary Session of the Economic Community of West African States (ECOWAS) Parliament.

Publication of Articles

The Commission published a series of articles on human rights issues of concern in the print media in the thematic areas of “Making reasonable accommodation to PWDs”; “Right to water”; “The best interest of the child”; and “Detaining poor patients in health facilities disturbing”.

Lectures / Presentations

The Commission acted as resource persons and presented papers on topical human rights themes, including:

- “Current Trends in Human Rights Protection” at the 50th Cadet Officers course of the Ghana Police Service;
- “Breaking the stigma of mental health at the workplace: What needs to be done?”
- “Understanding Human Rights”, at the quarterly meeting of NGO coalition held at the Commission;
- “Roles, Functions, and Challenges of CHRAJ, at the Ghana Armed Forces Command and Staff College for Senior Officers;
- “Decriminalizing Petty Offences: Is Ghana’s Justice System failing the poor and the Marginalized”;
- “Does the COVID-19 Pandemic Provide the Urgency to Decriminalize Petty Offences”;
- “Mobilizing the Youth for the Achievement of SDG 16 in Ghana”; and
- “Striking the Balance between Human Rights and Responsibilities for National Development”, under the broader theme “Reflections on Independent Governance Institutions and Democratic Consolidation in Ghana”.

COVID-19 Response and Related Activities

The Commission conducted nationwide research to ascertain the impact of the Covid-19 pandemic on the enjoyment of economic, social, and cultural rights. It was observed that there was severe pressure on health facilities and personnel during the period. This affected access and quality of healthcare delivery, schools were closed down and educational institutions were compelled to resort to online

delivery of lessons, which though was innovative and yet could not be accessible to all. On the enforcement of Executive Instruments on safety protocols, there were some excesses as some citizens were arrested and others brutalized by the security personnel for non-compliance.

Regional and International Cooperation/Obligations

- **NHRIs and CSOs Forum**

Two (2) representatives of the Commission attended a forum for National Human Rights Institutions (NHRIs) and CSOs on the impact of COVID -19 in Protecting SOGIE rights in Nairobi, Kenya.

- **National Human Rights Institutions Workshop: The Commission attended the following international Workshop**

- ✓ The Commission participated in NHRIs workshop on the Maputo Protocol in April 2021 in Nairobi, Kenya.
- ✓ In June, the Commission participated in another workshop on the theme, “International Justice and Human Rights in West Africa” in Abidjan, La Cote d’Ivoire.

- **NNHRI-WA led Programmes**

- ✓ In May 2021, the Secretariat of the NNHRI-WA (hosted by the Commission) organized a virtual regional conference in cooperation with its partners aimed at presenting reports on the electoral missions organized by the Network to Burkina Faso, Ghana, and Liberia in December 2020;
- ✓ Elections Observations Mission in the Gambia: The Commission, participated in a presidential election monitoring exercise in The Gambia in December 2021.

- **United Nations Ghana Sustainable Development Partnership and Common Country Analysis**

- During the year under review, the Commission joined the United Nations Ghana Sustainable Development Partnership and Common Country Analysis in a validation workshop.

- **Child Rights Monitoring and Evaluation**

The Commission signed a Memorandum of Understanding with United Nations Children Fund (UNICEF) leading to a Capacity Building programme for some staff across the nation on Child Rights Monitoring and Evaluation.

- **Strengthening Local Capacities for Green and Inclusive Recovery Project**

The Commission in collaboration with the UNDP commenced and concluded a project in five (5) District Assemblies on the theme, “Human Rights Based Approach to Promote Human Rights and Inclusion in Strengthening the Development and Implementation of Covid -19 Green Recovery project” for public and private agencies and marginalized groups including women and youth assemblies.

1.2.2 ADMINISTRATIVE JUSTICE

Case Management

A total of 333 complaints received were classified under Administrative Justice mandate showing an increase of 1.5% over the previous year’s complaints. Two hundred and eighty-seven (287) complaints were resolved representing a decrease of 3.4% with respect to the previous year’s complaints.

Public Education

The Commission organized 1,516 education programmes. The topics covered include, code of conduct for public officials, good administrative principles and procedures, conflict of interest, unfair treatment by public officers, and oversight responsibilities of the Commission over the public officials and institutions. The activities were in the form of seminars, symposia, lectures, and media engagements.

Workshop for Selected Officials from the Security Services

The Commission organized a two-day workshop for some selected public officers from Ghana Armed Forces, Ghana Police Service, Ghana Immigration Service, Customs Excise and Preventive Service (CEPS), Ghana Prisons Service, and Ghana Fire Service in July 2021.

1.2.3 ANTI-CORRUPTION

Case Management

Forty (40) cases recorded were classified under the Anti-Corruption mandate of the Commission and 39 were resolved.

Public Education

The Commission conducted a total of 1,816 public awareness campaigns during the year. These activities were to sensitize the public on the Commission's anticorruption mandate as well as the evils of corruption.

Workshops

- The Commission held separate workshops on Corruption Risk Assessment for the Fisheries and Health sector to identify and prioritize areas of vulnerability in their operations;
- To give meaning to the practical implementation of whistle-blower protection laws, the Commission held a two-day workshop to assess some best practices;
- Following the signing of Memorandum of Understanding (MoU) to boost collaboration among Key Accountability Institutions (KAIs), the Commission organized a session to develop and adopt protocols for its implementation.

Regional and International Cooperation/Obligations

- The Commission attended the 9th session of the Conference of State parties on the United Nations Convention Against Corruption (UNCAC) in Sharm El Sheikh, Egypt, and participated in a virtual meeting on AAACA.

Celebration of Anti-Corruption and Transparency (ACT) Week

The Commission celebrated the Anti-Corruption and Transparency (ACT) week to promote a renewed culture of integrity among the youth of Ghana under the theme "Building a Culture of Integrity for Generations"

1.2.4 MANAGEMENT AND ADMINISTRATION

Staff Strength

The Commission had a staff strength of 919 comprising 586 males and 333 females. Two hundred and twenty (220) staff made up of 131 males and 89 females were recruited during the year.

Capacity Development

In the year of reporting, seven (7) capacity-development training workshops were organized for staff.

Infrastructure

- The Commission continued to undertake reconstruction of the burnt section of the Old Parliament House which started in 2018; work done so far was estimated at 46.03%;
- The Commission procured 63 ICT equipment comprising Hardware, Software, Desktop PCs, Cabinets, Cables, and Printers.

Corporate Affairs and Visibility

- The Commission secured spots in the Daily Graphic and Ghanaian Times newspapers where articles on CHRAJ mandates and election-related issues were published;
- The Commission created an online whistle-blower complaint form which was made available on www.chraj.gov.gh/blower-complaint where complaints could be lodged confidentially.

1.2.5 FINANCE

The Commission's estimated budget to carry out its operation in respect of Goods & Services and Non-Financial Assets stood at GH¢20,360,083.63. However, GH¢13,545,850.41 was allocated, being 66.5% of the budgeted.

1.2.6 DIGITIZATION AND INNOVATION

The Commission established Strategic, Management and Innovation (SMI) department charged with the responsibility of leading the digitalization process of the Commission and rolling out programs to support the execution of the 2021-2025 strategic plan and others. It commenced the roll-out of nationwide corporate email and Microsoft teams as well as a digital record keeping through a case management system.

1.3 CHRAJ IN NUMBERS

DETAILS	NUMBERS	DETAILS	NUMBERS
Case Statistics		Meetings/Workshop: International	3
Total Complaints Received	8,785	Number of CHRAJ Departments	11
Total Complaints Resolved	8,335	Capacity Building (Training of Staff)	7
Human Rights Complaints	8,412	Finance/Budget	
Administrative Justice Complaints	333	Estimated Budget (Goods, Service & Non- Financial Assets)	GH¢20,360,083.63
Allegations of Corruption	40	Actual Releases	GH¢13,545,850.41
Human Rights Complaints Resolved	8,009	Human Resource	
Administrative Justice Complaints Resolved	287	Staff Strength	919
Allegations of Corruption Concluded	39	Females Staff	333
Public Education		Males Staff	586
Total Public Education Campaigns	8,728	Staff Recruited	220
Human Rights Public Education Campaigns	5,396	Offices	
Administrative Justice Public Education Campaigns	1,516	Commission's Offices (Nationwide)	149
Anti-Corruption Public Education Campaigns	1,816	Head Office	1
Lectures / Presentations	8	Number of Regional Offices	16
Commemoration of International Landmark Days	6	Number of Sub-Regional Offices	2
Meetings/Workshop		Number of District Offices	130
Meetings/Workshop: Local	24	Newly created District Offices (2021)	37

CHAPTER TWO

ABOUT THE COMMISSION

2.1 Vision statement

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

2.2 Mission statement

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

We do these through:

- **Investigation Services** – These include mediation, negotiation, case management, case referrals, court actions, systemic investigations and panel hearing.
- **Advisory Services** – These comprise opinions given to government, government agencies, and individuals.
- **Monitoring and Research** – This consist of dissemination, advocacy and training, statistics and data management as well as documentation and library services.
- **Public Education** – This includes creating public awareness on the mandates and services of the Commission through seminars, symposia, lectures, media engagements, debates, quizzes, essay competitions etc.
- **Integrity Management** – This consist of gift management, conflict of interest, assets declaration and ethics.

2.3 Core Values

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

2.4 Mandate Areas

CHRAJ has triple thematic mandates comprising Human Rights, Administrative Justice and Anti-Corruption. Thus, the Commission is:

- a National Human Rights Institution;
- an Ombudsman; and
- an Anti-corruption Agency.

The Commission draws on the fore going thematic mandates as well as its operational/operational mandates such as investigations, legal services, research, public education etc., in the implementation of its programmes.

2.4.1 Human Rights

Article 218 (a), (c) and (f) of the 1992 Constitution and Section 7(1) (a) (c) and (g) of the Commission on Human Rights and Administrative Justice Act, 1993 (Act 456) mandates the institution to protect universal human rights and freedoms relating to civil, political, economic, social and cultural rights and other International Human Rights instruments which Ghana has ratified. The Commission's human rights functions are divided into two broad categories:

(i) Protection and Enforcement, and (ii)

Promotion and Prevention.

In protecting and enforcing fundamental human rights, CHRAJ investigates complaints of human rights violations by persons and institutions, both private and public. The Commission resolves complaints through various methods such as mediation, negotiation, and formal hearings and by instituting actions and proceedings in court. Additionally, the Commission carries out special investigations into human rights abuses that are systemic, cultural or in other areas of public interest. In such instances, the Commission conducts research, field investigations, as well as public hearings.

CHRAJ is mandated by Article 218 (f) of the 1992 Constitution to conduct public education programmes in promoting human rights. The Commission has the discretion to use a wide variety of methods including mass media, publications, lectures, and symposia.

In order to prevent human rights abuses, the Commission monitors and assesses the observance of human rights situation particularly of vulnerable persons in Ghana. These monitoring visits ensure that the Commission can detect early warning signs of human rights abuses to prevent violations from taking place.

2.4.2 Administrative Justice

The Commission is mandated to protect and promote Administrative Justice to ensure that the government and public officials are accountable and transparent. This mandate is contained in Articles 218 (a) and (b) of the 1992 Constitution and Section 7(1) (a) and (b) of Act 456. As the Ombudsman of Ghana, the Commission has an oversight responsibility over the Public Service.

The Commission ensures that the administrative organs of the State provide an equal and fair access to employment. In particular, this function of the Commission is to ensure that public officials avoid arbitrariness and discrimination in their decisions and actions. It also investigates “complaints concerning the functioning of the Public Services Commission, the administrative organs of the State, the Armed Forces, the Police Service and the Prison Service in so far as the complaints relate to the failure to achieve a balanced structuring of those services or equal access by all to the recruitment of those services or fair administration in relation to those services”-Article 218 (b).

2.4.3 Anti-Corruption

The Commission’s Anti-Corruption powers are derived from Article 218 (a) and (e); 284-288 of the 1992 Constitution and Section 7(1) (a), (e) and (f) of Act 456. The Commission investigates and works to prevent corruption. Under this mandate, the Commission:

- i. Investigates abuse of power and “all instances of alleged or suspected corruption and the misappropriation of public monies by officials” (Article 218 (e));
- ii. Investigates allegations of breaches of the Code of Conduct under Chapter 24 of the 1992 Constitution;
- iii. Promotes integrity and ethics in the public service; and
- iv. Conducts training and public education to sensitize public officials and the general public on corruption.

2.5 Functions of the Commission

2.5.1 Original functions

The functions of the Commission as set out in Section 7 of Act 456, pursuant to Article 218 of the 1992 Constitution are:

To investigate and remedy complaints arising from:

- violations of human rights and freedoms, injustice, corruption, abuse of power and unfair treatment of any person by a public officer in the exercise of his official duties;
- the functioning of the Public Services Commission, the administrative organs of the State, the offices of the Regional Coordinating Council and the District Assembly, the Armed Forces, the Police Service and the Prison Service in so far as the complaints relate to the failure to achieve a balanced structuring of those services or fair administration in relation to those services;
- practices and actions by persons, private enterprises and other institutions where those complaints allege violations of fundamental rights and freedoms under the 1992 Fourth Republican Constitution of Ghana; and to take appropriate action to call for the remedying, correction and reversal of instances specified in paragraphs (a), (b), and (c) of this subsection through such means as are fair, proper and effective, including:
 - ✓ negotiations and compromise between the parties concerned,
 - ✓ causing the complaint and its finding on it to be reported to the superior of an offending person;
 - ✓ bringing proceedings in a competent Court for remedy to secure the termination of the offending action or conduct, or the abandonment or alteration of the offending procedures; and
 - ✓ bringing proceedings to restrain the regulation by challenging its validity if the offending action or conduct is sought to be justified by subordinating legislation or regulation which is unreasonable or otherwise ultra vires.
 - ✓ to investigate allegations that a Public Officer has contravened or has not complied with a provision of Chapter 24 of the Constitution to wit Code of Conduct of Public Officers;
 - ✓ all instances of alleged or suspected corruption and the misappropriation of public moneys by officials and to take appropriate steps, including reports to the Attorney-General and Auditor General resulting from such investigation.
 - ✓ to educate the public as to human rights freedoms by such means as the Commissioner may decide, including publications, lectures and symposia;
 - ✓ to deal with confiscated properties as provided by Section 35 (2) of the transitional provisions of the 1992 Constitution;
 - ✓ to report annually to Parliament on the performance of its functions

2.5.2 Additional Functions

- The Commission has been granted additional functions in subsequent pieces of legislation including:
- Office of the Administrator of Stool Lands Act, 1994 (Act 481)

Section 7 provides as follows:

- “A beneficiary of stool land revenue aggrieved by the apportionment of the stool land revenue, may submit a complaint to the Commission on Human Rights and Administrative Justice.”
- Children’s Act, 1998 (Act 560); Section 48(2)
provides that:
 - “The following persons may apply to a family tribunal for a maintenance order
 - ...(d) The Commission on Human Rights and Administrative Justice”
- The Juvenile Justice Act 2003 (Act 653);

Section 42 (2) provides that:

- “...the Commission on Human Rights and Administrative Justice may visit and inspect any centre.”
- Human Trafficking Act, 2005 (Act 694);

Section 6 of Act 694 provides as follows:

- “A person with information about trafficking

(a) Shall inform the police, or

(b) The Commission on Human Rights and Administrative Justice...”

- Whistle-blower Act, 2006 (Act 720).

The Act confers additional mandate on the Commission to investigate disclosures of impropriety (economic crime, waste, mismanagement, misappropriation of public resources, environmental degradation) and complaints of victimization of whistle-blowers.

Section 3(1) (h) provides as follows:

“Disclosure of impropriety may be made to any one or more of the following ... the Commission on Human Rights and Administrative Justice”.

Section 13 (1) provides as follows:

“A Whistle-blower who honestly and reasonably believes that that whistle-blower has been subjected to victimisation or learns of a likely subjection to victimisation because a disclosure has been made, may in the first instance make a complaint to the Commission”

These enactments have broadened the power and authority of the Commission to improve and deepen the standards for promotion and protection of fundamental human rights and freedoms and to instill discipline, ethical values and integrity in public administration.

2.6 Special Powers of Investigation

The Commission may, for the purposes of performing its functions, (Sec. 8(1) of CHRAJ Act 456):

- issue subpoenas requiring the attendance of a person before the Commission and the production of a document or record relevant to an investigation by the Commission;
- cause a person contemptuous of a subpoena issued by the Commission to be prosecuted before a Court;
- question a person in respect of a subject matter under investigation before the Commission;
- require a person to disclose truthfully and frankly any information within the knowledge of that person relevant to an investigation by the Commission.

2.7 Limitation on Powers of Investigation

While no institution, body, or person in Ghana is excluded from the Commission’s mandate generally, the Commission has no power to investigate:

- A matter that is pending before a court or judicial tribunal;
- A matter involving relations between the government and any other government or international organisation; or
- A matter relating to the exercise of the prerogative of mercy.

2.8 Structure of the Commission

The Commission, based on its operational and thematic mandates, currently has the following organizational structure:

2.8.1 The Commission

The Commission is the governing body of CHRAJ. The Commission is made up of the Commissioner, who is the Chairman, and two Deputy Commissioners. The three (3) Commission members are responsible for taking strategic decisions that will drive the Commission towards achieving its mandate, which is expressed in its vision and mission statements. Constitutionally, CHRAJ is an independent body and must be so in both form and functions as shown in the governing council. The Commission Members are supported by Senior Management (Departmental Directors) and autonomous Units Heads who have direct responsibility for the departments and units within the Commission.

2.8.2 Senior Management

This comprises 11 departmental directors. The departments are:

- Human Rights: As a thematic mandate, this department promotes and protects the fundamental human rights and freedoms of all persons in Ghana through investigation, enforcement, public education, research.
- Administrative Justice: This department ensures the government and public officials uphold the administrative justice provisions in the Constitution and are accountable and transparent.
- Anti-Corruption: This department investigates abuse of power, corruption, conflict of interest situations, Code of conduct of public officers, impropriety, and complaints of victimization of whistle-blowers.
- Research: This department supports both the thematic and operational mandates by ensuring that research projects of the Commission are well coordinated, sustained and supported with the requisite concerted efforts and relevant documentation.
- Public Education: This department is responsible for awareness creation on the mandates of the Commission as well as generally educating the general public on their rights and freedoms.
- Investigations: As an operational mandate, the Commission is to investigate cases that fall within its mandate areas. This department is responsible for coordinating the investigation activities of the Commission, but focuses its energy on high-profile cases that come to the Commission.

- Legal Services: This department is responsible for enforcing the decisions that the Commission takes on cases. They go to court on behalf of clients to secure judgment as well as give legal advice on cases.
- Human Resources and Administration: This department is responsible for staff welfare, day-to-day operation of the office and logistics.
- Finance: This department takes care of the financial planning to support operations of the Commission and meeting internal and external financial reporting obligations on the finances of the Commission.
- Budget: This department plans and prepares budgets for the Commission's activities.
- Strategic management and Innovation (SMI): The SMI department, which was established in September 2021, oversees strategy development, strategy implementation, strategic review, strategy coordination and communication, strategy evaluation, ICT management, and managing new initiatives.

2.8.3 Autonomous units

The autonomous units are:

- i. International Cooperation.
- ii. Corporate Affairs and Communications.
- iii. Programmes and Projects.
- iv. Policy Planning, Monitoring and Evaluation.
- v. Procurement and Logistics.
- vi. Technology and Innovation.

The Commission has its Head Office located in Accra; and 16 Regional Offices that coordinate the Commission's work in the 16 administrative Regions of Ghana. In addition, it has two (2) sub-Regional and 130 District Offices of across the country which 37 were created in 2021. This is to ensure that services of the Commission are accessible by the ordinary person in Ghana.

CHAPTER THREE

STRATEGIC OBJECTIVE PERFORMANCE

3.1 Strategic Objective 1 (SO1): Human Rights situation in Ghana improved by 10% by 2025

3.1.0 Introduction

The Commission is mandated as a National Human Rights Institution (NHRI) to promote, protect and enforce fundamental human rights and freedoms guaranteed under the Constitution as well as International and Regional legal frameworks.

In 2021, activities carried out included investigations of human rights complaints and the provision of appropriate remedies for victims of human rights violations and abuses. The Commission partnered with various stakeholders, including Office of the Attorney-General's Department and Minister of Justice, Ghana Aids Commission, Ministry of Gender, Children and Social Protection, the United Nations Development Programme (UNDP), Office of the High Commissioner for Human Rights (OHCHR), and the United Nations Children and Education Fund (UNICEF).

Details of activities undertaken during the reporting period are presented in the ensuing paragraphs.

3.1.1 Investigations - Human Rights Complaints

Receipt of Complaints

The Commission received 8,412 complaints which were higher than the previous year's by 11.8%. Within the past five (5) years, complaints have been fluctuating. It increased marginally by 3% from 2017 to 2018 but decreased from 2018 to 2020 by an average rate of 8.6% and increased from 2020 to 2021 by 11.8%. See figure 1 below for the trend.

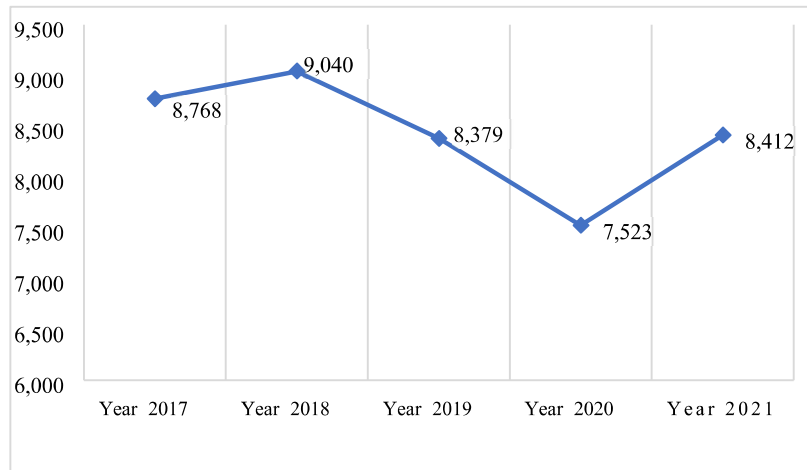


Fig 1: The Trend of Human Rights Complaints Received: 2017-2021 (5 years Period)

Complaints Concluded

Eight thousand and nine (8,009) complaints were concluded. This number was higher than the previous year's figure by 9.2%. Four thousand seven hundred and seventy-nine (4,779) complaints representing, 59.7% were successfully mediated. Also, the Commission reached a decision on 2,281 (28.5%) whereas the remaining 949 (11.8%) were either referred or complainants advised to seek redress at the appropriate forums.

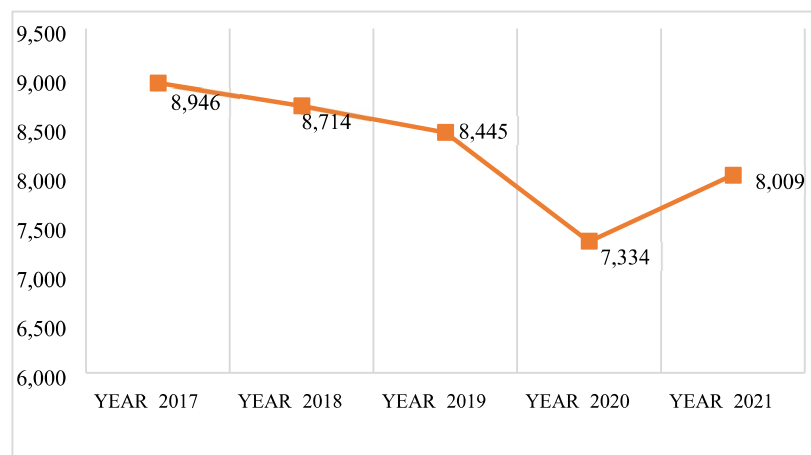


Fig 2: The Trend of Human Rights Complaints Concluded: 2017-2021 (5 years Period)

Types of Human Rights Complaints

Human Rights complaints received were classified into Children's Rights, Women's Rights, Property Rights, Economic, Social and Cultural Rights, and Civil and Political Rights.

- **Children's Rights:** Complaints were mainly on failure to pay remittances for the provision of necessities of life for the child including food, education, health, clothing, and shelter. Complaints regarding paternity, custody, inhuman treatment, and early and forced marriage were also relatively high. In all, 2,791 complaints were classified under Children's Rights, which constitute 33.2% of the total Human Rights complaints recorded.
- **Women's Rights:** Complaints under this category were predominantly violence against women, reproductive health rights, and access to necessities of life such as food, clothing, and shelter. One thousand and sixty-three (1,063) Women's Rights complaints constituting 12.6% of total Human Rights complaints were received under this category.
- **Property Rights:** One thousand five hundred and fifty-four (1,554) complaints constituting 18.5% of total Human Rights complaints were classified under property rights.
- **Economic, Social and Cultural Rights (ESCR):** Complaints reported were mainly associated with labour related rights in private organizations and issues pertaining to discrimination. Two thousand six hundred and thirty (2,630) complaints constituting 31.3% of total Human Rights complaints were classified under this category.
- **Civil and Political Rights:** Complaints received under this category were mostly harassment and the right to dignity. A total of 374 complaints representing 4.4% of all Human Rights complaints were received under this category.

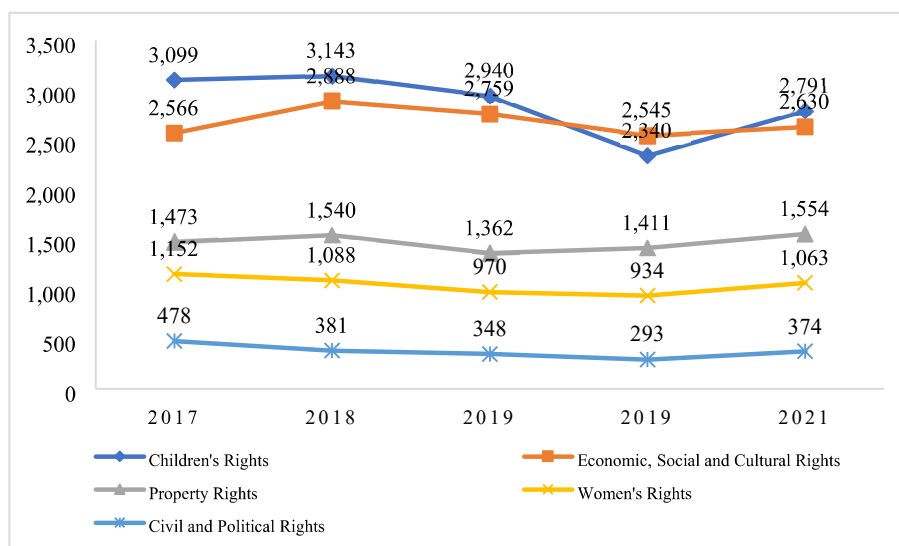


Fig 3: Trend of Types of Human Rights Complaints: 2017-2021

Sex Distribution of Complainants

Out of 8,412 complaints received under Human Rights, 3,408 (40.5%) were lodged by males whereas 5,004 (59.5%) were by females.

Age Distribution

The ages of human rights complainants have been illustrated in the diagram below:

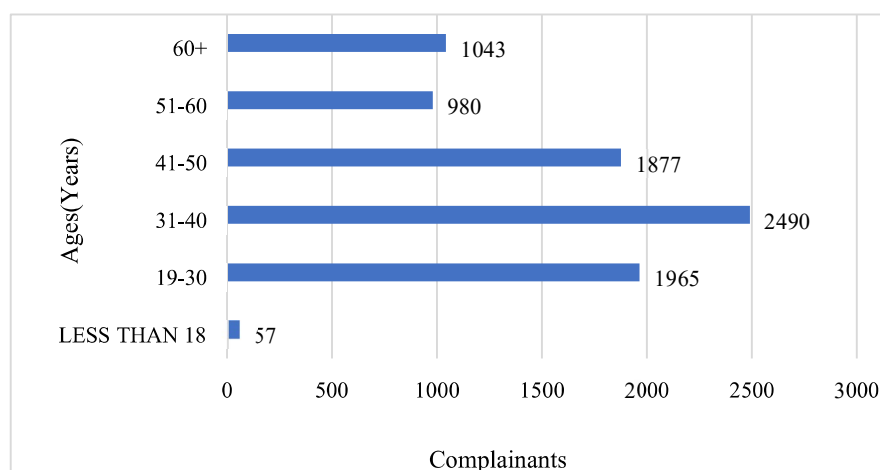


Fig 4: Age Distribution of Human Rights Complainants

A majority of 75.8% Human Rights complaints received were lodged by adults aged between the ages of 19 and 50 years. Children formed the least number of complainants (0.68%).

Respondent Bodies in Human Rights Complaints

Eight thousand, two hundred and eight (8,208), representing 97.6% of the human rights complaints were lodged against private individuals whereas the remaining 204 were against private organizations and enterprises. Refer to appendix 5 for details.

3.1.2 Special Groups

The cardinal responsibility to protect universal human rights and freedoms relating to civil, political, economic, social, and cultural rights through the promotion of nondiscrimination, and prevention of violence against vulnerable and marginalized groups in society cannot be over-emphasized. In view of the above, the following activities were undertaken;

Access to Justice Project

The Commission in partnership with Crossroads International instituted a project titled “Access to Justice Project on Sexual and Gender-Based Violence (GBV) Against Elderly Women Alleged as Witches in Ghana” in September 2021. As part of the project, a consultant was contracted to conduct a baseline study. This effort was to inform targeted measures to address issues raised around GBV broadly and the abuse and discrimination faced by women and children experiencing or at-risk of witchcraft allegations, specifically towards sustainable interventions and solutions.

Discrimination Reporting System

In May 2021, the Commission in collaboration with West Africa Project to Combat AIDS and STIs (WAPCAS) organized a training workshop on Stigma and Discrimination Reporting System at Koforidua.

Advisory opinions

The Commission in recognition of its role under the Paris Principles to deepen awareness and respect for fundamental human rights, prepared and submitted an advisory to the Parliament of Ghana concerning key populations. This was in the form of a memorandum to the Select Committee on Constitutional, Legal and Parliamentary Affairs relative to the Proper Human Sexual Rights and Ghanaian Family Values Bill, 2021 (popularly known as the LGBTQ+ Bill).

Secondly, an advisory was given to Innovative Finance Foundation, an International Organization, concerning the organization’s public private

partnership arrangement with the Government of Ghana; regarding a project called the Korle Lagoon Smart City Project, to be situated in Agbogbloshie, a suburb in Accra. The advisory was on the human rights implications of relocating traders and scrap dealers in that enclave.

3.1.3 Collaborations

The Commission collaborated with a number of local and international institutions within the reporting year. These institutions include:

Ghana AIDS Commission

The Commission collaborated with the Ghana Aids Commission (GAC) on the following issues bordering on the rights of Persons Living with HIV (PLHIV), TB and Key and Vulnerable Populations:

- In April, the Commission participated in an online meeting organized by the GAC on the theme, “Outcome of the Prevention Self-Assessment Tool (PSAT) and Review Progress of Implementation and Address any Bottlenecks of the National Response towards the Achievement of the 95-95-95 global target.”;
- In September, the Commission contributed to a Draft Memorandum on Promotion of Proper Human Sexual Rights and Ghanaian Family Values Bill, 2021;
- In December, the Commission attended a National Durbar organized on World AIDS Day on the theme, “End inequalities End AIDS End pandemics”.

Ministry of Gender, Children and Social Protection (MOGCSP)

- The Commission, as a member of the National Child Protection Committee of the Ministry, participated in following programmes organized by the MOGCSP;
- The Commission shared its work on child rights promotion and protection; and contributed to the review exercise of the Children’s Act and the Juvenile Justice Act. Some of the themes of the programmes are, “The 2nd bi-annual tracking meeting on implementation of the adolescent pregnancy strategy”, “The development of domestic violence information portal and

database”, “Stakeholder dialogue as part of activities to commemorate the World Day against Human Trafficking”, and the 2021 National Children’s Day Celebration on the “Role of community based structures in protecting the rights of children”;

- The Commission also participated in a two-day stakeholder consultative workshop towards the development of a communication strategy to improve the implementation of the Human Trafficking National Plan of Action; and also contributed to the “Human Trafficking Issues and Sensitization on Adoption and the Non- Profit Organization Bill”;

Action Aid Ghana

The Commission further attended a validation workshop which was organized by ActionAid Ghana on the theme, ‘End violence against women and girls in the world of work and the ratification of ILO Convention 190 and Recommendation 206 adopted in June 2019 at the International Labour Conference”.

3.1.4 National Consultative Meeting on Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)

The Commission featured at the National Consultative Meeting for the Preparation of Ghana’s combined 8th and 9th Periodic Report on the implementation of the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) held in December in Accra.

3.1.5 Review of Persons with Disability Act

The Commission also participated in a technical meeting to review the Persons with Disability Act 2006 (Act 715) and the drafting of an accompanying Legislative Instrument (LI).

3.1.6 Commemoration of International Landmark Days

The Commission commemorated international landmark days to raise awareness on human rights issues in the country;

World Day Against Child Labour

The Commission celebrated the World Day Against Child Labour on June 12, by issuing a press statement on the theme “Act Now: End Child Labour!”; as a firm call to action and a departure from the usual rhetoric. The statement highlighted

that one (1) in 10 children in Ghana are still involved in the worst forms of child labour; despite the extensive legal and policy action undertaken by the government of Ghana to eradicate child labour such as the Children's Act 1998, Act 560, and the National Action Plan (NAP 1&2) for the Elimination of the Worst Forms of Child Labour. The statement also noted the negative impact of the COVID-19 pandemic on the fight against child labour. The Commission called on government and all relevant stakeholders to accelerate efforts towards eradicating child labour, including implementing relevant recommendations of the Universal Periodic Review (UPR).

International Day of the African Child

To commemorate the 2021 International Day of the African Child which fell on June 16, the Commission issued a press statement on the theme, "30 Years After the Adoption of the Charter: Accelerate the Implementation of the Agenda 2040 for an Africa Fit for Children". The press statement called on government and other key stakeholders to double their efforts towards ending child, early and forced marriages (CEFM) by implementing relevant recommendations of the Third Cycle UPR and adopting subnational action plans for strengthening implementation of laws prohibiting the harmful practice of CEFM in Ghana.

International Day in Support of Victims of Torture

Again, the Commission issued a press statement to commemorate the International Day in Support of Victims of Torture on June 26, 2021. The United Nations General Assembly in December 1997 designated this day towards the total eradication of torture and the effective implementation of the Convention against Torture and Other Cruel, Inhuman and Degrading Treatment or Punishment (UNCAT). Through the press statement, the Commission pointed out gaps in the criminal justice and mental health-care systems that amount to torture and ill-treatment in the country.

Examples are police brutalities, ill-treatment meted out to mentally challenged individuals at prayer camps and overcrowded prison population with associated poor living and feeding conditions of detainees. The Commission urged the government to implement recommendations from the Third Cycle UPR session; formalize CHRAJ's mandate as the National Preventive Mechanism (NPM) which it performs de facto; accelerate the passage into law of the Non-custodial Sentencing Bill for alternative sentencing regarding petty offences; and fully operationalize the Mental Health Authority's visiting committees in charge of monitoring psychiatric hospitals and prayer camps.

International Day of Older Persons

In October, the Commission organized a roundtable discussion in commemoration of International Day of Older Persons. The event was under four (4) broad subthemes. These included “accessible and affordable healthcare for older persons”, “effective implementation of the National Aging Policy”, “finalization and adoption into law of the National Aging Bill” and “Ghana’s ratification of the African Union Protocol on Older Persons”. The event brought together stakeholders from the Ministry of Gender, Children and Social Protection, Office of the Attorney General’s Department and Ministry of Justice, Center for Aging Studies of the University of Ghana, Help Age Ghana, and staff of the Commission. The roundtable discussions resulted in a report summarizing stakeholders’ deliberations and recommendations which will be vital in informing future advocacy actions by CHRAJ and other stakeholders on the issue of ageing.

Participants of the Round Table Discussion on the International Day of Older Persons



3.1.7 Business and Human Rights

Voluntary Principles Initiative Working Group

Under the aegis of the Ministry of Lands and Natural Resources (MLNR), a Multi Sectoral Committee on the Voluntary Principles on Security and Human Rights tasked the Commission to undertake a baseline study on the implementation of the Principles within certain communities in the extractive sector. The Commission presented a summary finding of the Committee’s report and subsequently

submitted the final report of the first phase to MLNR. The second phase of the project is yet to be implemented subject to availability of funding.

National Baseline Assessment on Business and Human Rights

- In the year under review, the Commission in collaboration with the Ghana Institute of Management and Public Administration (GIMPA), completed the National Baseline Assessment on Business and Human Rights in Ghana. Subsequently in July the Commission organized a National Stakeholder Validation Workshop in Accra to validate the Report. The report awaits printing and launching.
- In August, the Commission participated in a virtual Conference dubbed, “African Union and Friedrich Ebert Stiftung Business and Human Rights Dialogue” where a presentation was made on “The Status of Business and Human Rights in Ghana”. A key outcome is the pledge by the African Union (AU) Cooperation Office and the Friedrich Ebert Stiftung to offer technical support to the Commission when it is ready to develop the National Action Plan. In November, the Commission reported on the status of Business and Human Rights and the Voluntary Principles on Security and Human Rights in Ghana at the Ghana European Union Political Dialogue held at the Ministry of Foreign Affairs and Regional Integration.

Impacts of Industrial Illegal Fishing and Overfishing on the Socio-Economic Rights of Small- Scale Fishing Communities in Ghana

In July, the Commission participated in a stakeholder meeting to discuss a report on a Human Rights Lens on the Impacts of Industrial Illegal Fishing and Overfishing on the Socio-Economic Rights of Small-Scale Fishing Communities in Ghana organized by the Environmental Justice Foundation.

3.1.8 Implementation and Monitoring of SDGS

Collaboration on Human Rights Based Approach to Data

The Office of the High Commissioner for Human Rights (OHCHR) facilitated the signing of a memorandum of understanding (MoU) between the Ghana Statistical Service (GSS) and the Commission to cooperate on human rights approach to data and the implementation of sustainable development goals (SDGs) indicators.

SDG-Implementation Coordinating Committee (ICC)

The Commission participated in a number of meetings on the implementation of the SGDs organized by the National Development Planning Commission (NDPC) geared towards Ghana's 2nd Voluntary National Review scheduled for 2022.

3.1.9 Collaboration with International Partners

Strengthening Local Capacities for Green and Inclusive Recovery Project

The Commission in collaboration with the UNDP commenced and concluded a project in five District Assemblies on the theme, “Human Rights Based Approach to Promote Human Rights and Inclusion in Strengthening the Development and Implementation of Covid-19 Green Recovery project” for public and private agencies and marginalized groups including women and youth assemblies namely: Sagnerigu, Kasena-Nankana, Sefwi Wiawso, Half Assini and Denu.

Child Rights Monitoring and Evaluation

The Commission signed a Memorandum of Understanding with UNICEF leading to a Capacity Building programme for some staff across the nation on Child Rights Monitoring and Evaluation.



Capacity building for staff on Child Right Monitoring and Evaluation

United Nations Ghana Sustainable Development Partnership and Common Country Analysis

During the year under review, the Commission joined the United Nations Ghana Sustainable Development Partnership and Common Country Analysis in a validation workshop. It also participated in a virtual National Human Rights Institutions' Forum ahead of the 68th Ordinary Session of the African Commission on Human and Peoples' Rights (ACHPR).

3.1.10 National Preventive Mechanism

The draft Commission on Human Rights and Administrative Justice (Amendment) Bill, 2021, which seeks to amend the mandate of the Commission and designate it as a National Preventive Mechanism (NPM) was sent by the Office Attorney General's Department to the Commission for inputs. The Commission duly worked on the draft Bill and subsequently submitted its feedback.

3.1.11 Other Activities

Report on Human Rights situation in Ghana to parliament

In December 2021, the Commission issued a report on the Human Rights situation in Ghana to the Parliament of Ghana for the Second Ordinary Session of the Economic Community of West African States (ECOWAS) Parliament. Included in the report was a highlight on the General Human Rights situation: cases received by the Commission; cases resolved; COVID-19 and associated human rights violations; LGBTI+ rights; discrimination and violence against women; child abuse; harsh prison conditions; and media freedom.

Publication of Articles

In the year 2021, the Commission published series of articles on human rights issues of concern in the print media particularly the "Daily Graphic" and the "Ghanaian Times" in the thematic areas of "Making reasonable accommodation to PWDs", "Right to water", "The best interest of the child", and "Detaining poor patients in health facilities disturbing".

Lectures / Presentations

The Commission acted as resource person and presented papers on topical human rights themes, including:

- "Current Trends in Human Rights Protection" at the 50th Cadet Officers course of the Ghana Police Service;

- “Breaking the stigma of mental health at the workplace: What needs to be done?”;
- “Understanding Human Rights”, at the quarterly meeting of NGO coalition held at the Commission;
- “Roles, Functions and Challenges of CHRAJ, at the Ghana Armed Forces Command and Staff College for Senior Officers;
- “Decriminalizing Petty Offences: Is Ghana’s Justice System failing the poor and the Marginalized”;
- “Does the COVID-19 Pandemic Provide the Urgency to Decriminalize Petty Offences”;
- “Mobilizing the Youth for the Achievement of SDG 16 in Ghana”; and
- “Striking the Balance between Human Rights and Responsibilities for National Development”, under the broader theme “Reflections on Independent Governance Institutions and Democratic Consolidation in Ghana”.

Development of Human Rights Manual

- The Commission finalized the Public Education Manual and developed the Human Rights Curriculum Content for basic and pre-tertiary schools.
- National Mechanism for Review and Follow-Ups (NMRF)
- The working group for inter-ministerial NMRF, of which the Commission is a member, was inaugurated in January, with the office of the Attorney General and Minister of Justice as the convener. The purpose of the NMRF is to assess and report on Government’s effort to promote human rights in the country. The functions and activities of the NMRF cover all human rights mechanisms such as the reporting obligation of the Universal Periodic Review (UPR) and the implementation of recommendations, treaty bodies and special procedures-all Human Rights. During the year, the committee held series of meetings, typical among them is the response to the UN joint communique requesting explanation on the arrest of some 21 Human Rights Defenders at Ho for allegedly promoting LGBTQ+ activities and deliberations on the LGBTQ+ Bill.

Country Coordinating Mechanism (CCM)

The CCM is an oversight body which oversees the effective and efficient usage of Global Fund resources, financial and human, for the benefit of the country through the implementation of Malaria, Tuberculosis and HIV/AIDS. Two (2) representatives of the Commission formed part of the new CCM members sworn into office. The Commission was also elected as a member of the Ethics Committee

of the CCM; and participated in a series of meetings, including an orientation workshop for the members.

3.1.12 Collaborations with Other Local Partners

The Commission participated in various workshops and programmes including:

- Focused group discussions on the topic “The Legal Recognition of Paralegals in Africa: Lessons, challenges and the Best Practices” by Commonwealth Human Rights Initiative (CHRI);
- Training workshop for Gender Focal Officers on Violence and Harassment at the workplace organized by the Ministry of Employment and Labour Relations on the theme “Understanding ILO Convention 190”;
- Programme organized by Amnesty International, Ghana, on the theme “Abolishing the Death Penalty in Ghana, the Outcome of Amnesty Ghana’s visit to the President of the Republic of Ghana”. There was a stakeholder briefing on progress of work on the abolition of the death penalty in Ghana by the Amnesty International, Ghana Section;
- National Forum on the effects of enforcement of laws on free medical care under the Domestic Violence Act which was organized by the International Federation of Women Lawyers (FIDA) Ghana on the theme “Sustained Action on Violence Prevention Enhanced (SAVE)”;
- Dissemination of research findings on the Effectiveness of Support Service to Survivors of Violence During the Lockdown organized by the International Federation of Women Lawyers (FIDA) Ghana;
- Roundtable discussion on “Non-Custodial Sentencing in Ghana’s Criminal Justice System”;
- Roundtable discussion on the theme “Sharing and discussion of findings from a gender-based violence service providers mapping exercise conducted in the Greater Accra Region under the Greater Accra Resilient and Integrated Development (GARID) PROJECT” organized by Ark Foundation, Ghana;
- Stakeholder inception meeting for stigma Reduction for Mental Health and
- Disability Inclusion project by the Hope for Future Generations (HFFG);
- Project Launch on the theme: “Combatting Modern Slavery in Ghana” by the ActionAid, Ghana;
- Series of virtual workshops on the Universal Periodic Review organized by the *UPR Info* of the UN human rights system.

3.1.13 Human Rights Education

The Commission conducted a total number of 5,396 public education programmes on fundamental human rights and freedoms across the country (*See Fig 5 for the regional breakdown*). The broad topics covered included children rights, women rights, stigma and discrimination, and domestic violence. Specific topics included harmful cultural practices (early and forced marriages), torture, right to education and health, child neglect and parental responsibilities, property rights of spouses, and child labour.

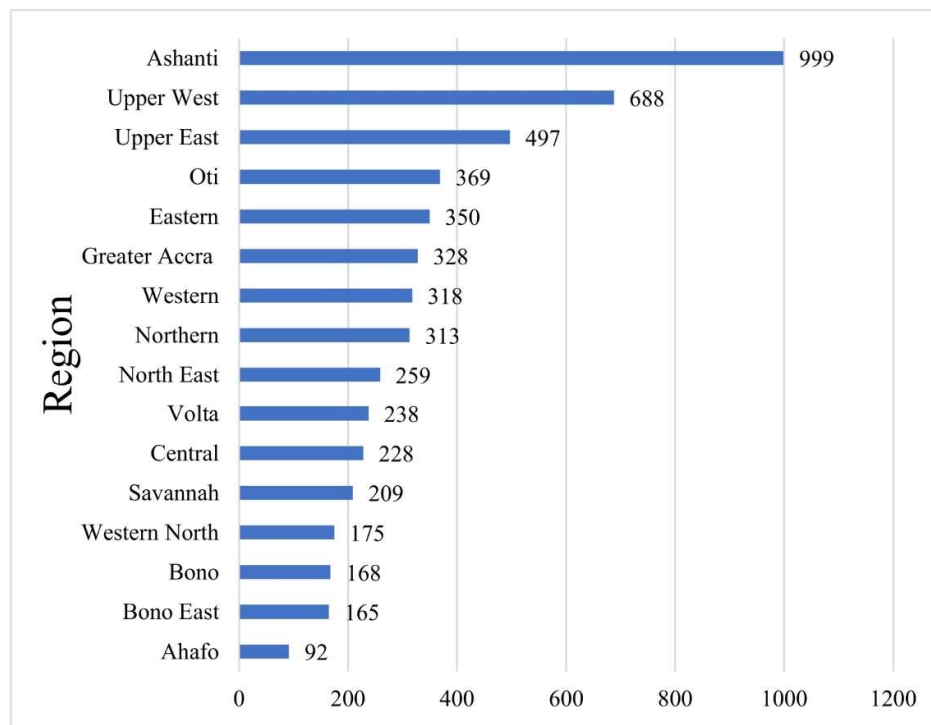


Fig 5: Regional Distribution of Public Education Activities

3.1.14 Protecting Fundamental Rights of Key Populations

Complaint Received and Investigated

In the reporting year, the Commission received 24 complaints from People living with HIV/AIDS (PLHIV) and other key population which were classified as discrimination and stigmatization. Most of the complaints were made via telephone calls and during Community engagement programmes though a few were also done by walk-ins.

Nineteen (19) complaints were resolved, one (1) was withdrawn, and four (4) pending investigations at the end of the reporting period.

Nature of Discrimination / Stigma

The number of complaints received under each category specified below has been represented in the diagram below (see figure 6)

- Isolation: persons including family members disclosed the HIV/AIDS status of complainants. Consequently, people would not want to associate with them leading to isolation;
- Violence: complainants suffer various forms of violence including sexual, physical, harassment, threat, and emotional;
- Others (Intentional spreading of HIV).

The number of complaints received under each category specified above

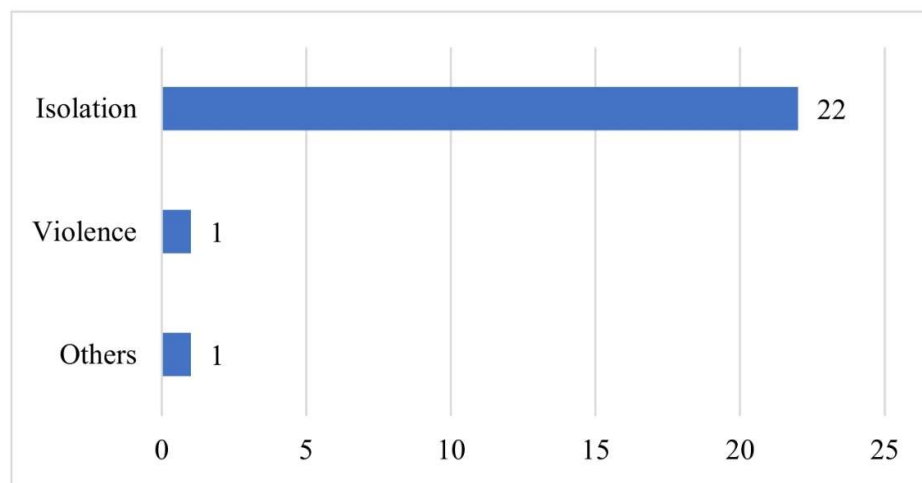


Fig 6: Nature of Discrimination/Stigmatization

A total of 24 complaints relating to Stigma and discrimination were received in the reporting year. Of these, a large majority (91.7%) were regarding Isolation.

3.1.15 Summary of Selected Cases

Case No. 40/2021: Banishment (Freedom of Association)

The Complainants alleged that the Respondent had banished their entire family, where they used to reside, and from the entire Ahanta traditional area. The complainant alleged that the Respondent caused a public announcement to be made to effectuate his decision to banish the Duabun family from Busua as well as the entire Ahanta Traditional Area. Besides, the Respondent also contended that the

Duabun family could not bury or hold funeral rites for any deceased member in any part of the Ahanta traditional area.

According to the Complainants, at the time that the banishment order was given, the Duabun family was making arrangements for the burial and final funeral rites of a deceased member. The Complainants further alleged that the Duaban family was allowed to bury and have the final funeral rites of their deceased relative only after paying an amount of GH¢10,000.00 providing two (2) sheep and some drinks to the Respondent. The Complainants said in view of the banishment, they and some other family members had relocated outside the Ahanta traditional area.

The Complainants therefore lodged a complaint seeking a revocation of the banishment order as it was a violation of their fundamental human right. They also described the conduct of the Respondent as unlawful and the Respondent's demand for money and other items as extortion. Additionally, they sought a reversal of the order prohibiting the Duabun family from burying any of their members on any land within the Ahanta traditional area.

The Respondent, in his response, indicated that the Complainants had been claiming to be members of the royal Anona Clan of Busua, with the first Complainant holding himself out as the *Ebusuapanyin* of the said clan. Further, that the Complainants had been going round some of the communities claiming ownership of some lands in those communities. That these actions of the Complainant had caused unrest and breached the peace in the community. The Respondent admitted that he and some other traditional elders took a decision to banish the Complainants and the entire Duabun Family and prohibit them from burying or holding funeral rites for their deceased members in any part of the Ahanta Traditional Area in order for peace to prevail. However, according to the Respondent, after carefully thinking through the matter, the Duabun family, excluding the Complainants, were exempted from the banishment decree. The Respondent contended that the conduct of the Complainants had the potential to undermine the peace and security of his traditional area, hence the actions taken. He denied demanding money before the family would be allowed to bury their relative. Rather, they were made to perform some customary rites.

Issues identified for investigations:

1. Whether the Respondent's order to banish the Complainants and their family constitutes a violation of their human rights;
2. Whether the Respondent's announcements prohibiting the burial and the final funeral rites of members of the Complainants' family was unlawful.

Evidence gathered during investigations showed that the Respondent initially banished the Complainants and their family from Busua and also prohibited them from burying their dead in the area. However, the Duabun family were later exempted from the orders when they rendered an apology to the Respondent and performed some rites as demanded by the custom of the area. Hence, the Duabun family were allowed to bury their dead relative. The Complainants were, however, still banished from Busua.

The Commission concluded that the banishment order issued by the Respondent was a violation of the Complainants' right to movement. That the prohibition order on the Complainants' family not to bury their dead in Busua or on any land in the traditional area was also unlawful. Furthermore, the Duabun family accepted and performed some customary rites to pave way for the burial and funeral of the deceased relative which included the payment of money and provision of other items. Again, unlike the Complainants, the Duabun family are living peacefully at Busua and in other parts of the traditional area.

Decision

On the basis of the findings, the Commission recommended that the Respondent should, within 14 days after receipt of the report, revoke the banishment order imposed on the Complainants by causing an announcement to be made through the beating of gong-gong to that effect and allow the Complainants to return to Busua if they so wished. It was further recommended that the Respondent should desist from making any orders in the future which would seek to prohibit the burial of any deceased member of the Complainants' family.

Case No.27/2021: Right to Education

The Complainants were both student nurses at Asanda Nursing and Midwifery Training College. They petitioned the Commission alleging that the Principal of their College had prevented them from writing their mid-semester examination and had accordingly asked them to defer their courses to the next academic year. The reason being that, they had gotten pregnant while in school, contrary to the school's policy. They were, therefore, seeking the Commission's intervention in the matter so they would be allowed to write the said examination. They stated further that their final examination was in two (2) weeks and the mid-semester examination constituted 30% of their total examination score.

The Respondent, stated that the Complainants were final year students of the Institution who got pregnant during the academic year. She added that she received information that the first Complainant had gone into labour at the school's hostel and had been rushed to the hospital. The Respondent subsequently sent a message through some of the students to inform the first and second Complainants that they should defer their course in line with the school's policy. She explained that the Institution's policy, among others, provided that any student who got pregnant in the course of the training was required to defer the course to the next academic year. She stated that the import of the policy was to enable any pregnant student to take good care of herself as well as the baby after delivery.

According to the Respondent, after the Complainants had both delivered, they reported back to the school but their tutors, in conformity with the deferment policy, prevented them from taking part in class activities.

The Commission's Investigations revealed that the principal of the Training College was not aware that the policy directive barring nursing and midwifery students from writing examination while pregnant or upon delivery had been abolished. Following the Commission's Intervention, both complainants were allowed to write their midsemester examination and, subsequently, their end-of-year examination.

Decision

The Commission also recommended that the policy of not allowing pregnant student nurses to write examinations should be scraped off the student's handbook of the institution'.

3.2 Strategic Objective 2 (SO2): Administrative Justice in Ghana improved by 10% by 2025

3.2.0 Introduction

The Commission is mandated to enforce, protect and promote good administrative practices and principles in the public service. In fulfilling this mandate and improving Administrative Justice in Ghana by 10% in 2025. The Commission undertook number of investigations into maladministration, workshops and public education activities among others.

3.2.1 Investigations – Administrative Justice Complaints

Receipt of Complaints

A total of 333 Administrative Justice complaints were recorded in 2021 showing an increase of 1.5% over the previous year's complaints. Within the period 2017 to 2021 (5-year period), the Commission received 1,881 Administrative Justice complaints. See below the trend.

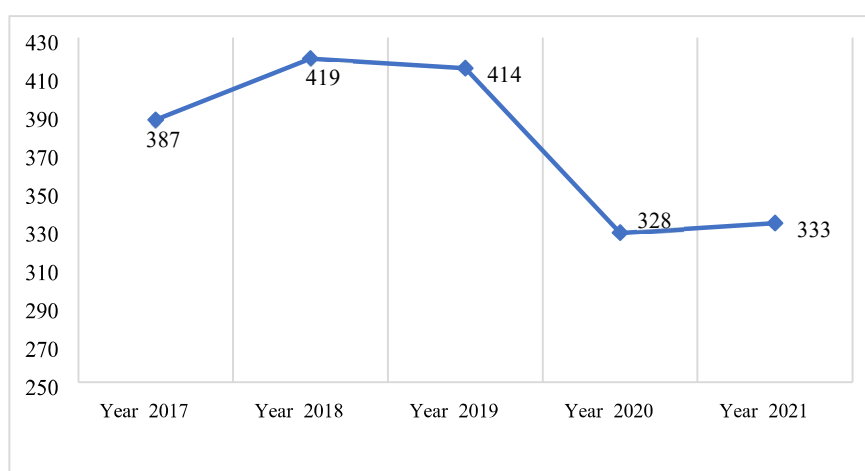


Fig 7: Trend of Administrative Justice Complaints Received: 2017-2021 (5 years Period)

The year 2018 saw an increase of 8.3% in number of Administrative Justice Complaints received over the previous year (2017), however there was a steady decline of 1.2% in number of complaints received in 2019 over that of 2018. The year 2020 saw a sharp fall of 20.8% Administrative Justice complaints received.

Complaints Concluded

Two hundred and eighty-seven (287) complaints were concluded which was lower than that of the previous year's by 3.4 %. Out of the total complaints concluded, 62 representing 21.6% were mediated whereas, the Commission reached decision on 151 (52.6%) and the remaining 74 (25.8%) were either declined for lack of mandate or referred to other institutions for redress. See below, the trend of complaints concluded over the past five (5) years

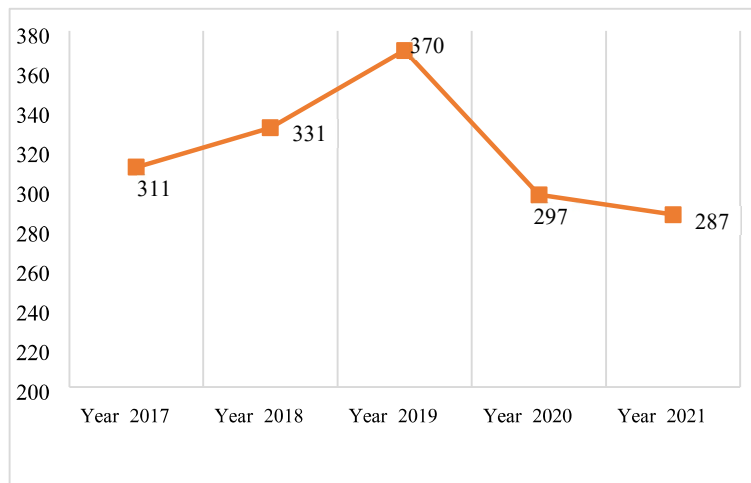


Fig 8: Trend of Administrative Justice Complaints Concluded: 2017-2021 (5 years Period)

Nature of Administrative Justice Complaints Received

Most of the complaints were in respect of Entitlement, Abuse of Office, Improper Handling of Complaints (Investigations), and Cessation of Employment. See fig 9 below for the various categories. See Appendix 3 for details under each category.

Of the 333 Administrative Justice complaints received in the reporting year, a majority of 129 (38.7%) were classified as various or diverse injustices. This was followed by complaints relating to entitlement 76 (22.8%) and Abuse of office (18.9%). The least complaint received was in the area of Cessation of Employment 18 (5.4%)

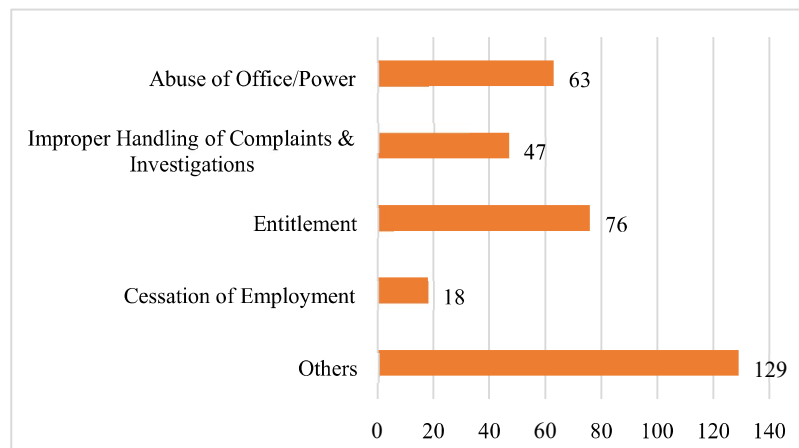


Fig 9: Categories of Administrative Complaints

Sex Distribution of Complainants in Cases Received

Two hundred and seventy-seven (277) complainants constituting 83% of total complainants were males whereas 56 (17%) were females.

Age Distribution of Complainants in Complaints Received

The ages of 333 complainants of Administrative Justice have been represented in the diagram below.

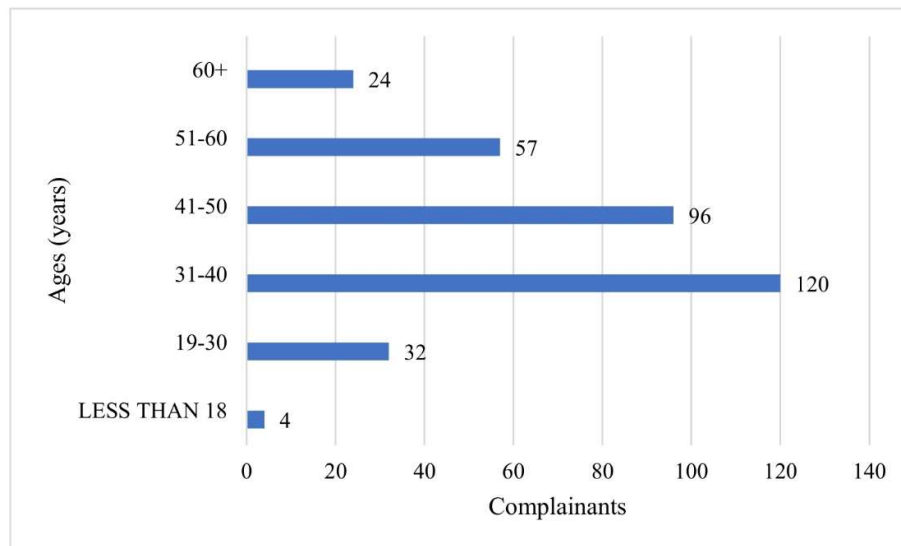


Fig 10: Age Distribution of Administrative Justice Complainants

Adults between the ages of 31 and 50 years constituted the highest number of Administrative Justice complainants 216 (64.9%) where as children formed the least.

Respondent Bodies in Administrative Justice Complaints

Predominantly, complaints were received against Ghana Police Service, Ghana Education Service (GES), Ghana Health Service, and Metropolitan Municipal District Assemblies (MMDAs). For the full list and respective number of complaints under each, refer to appendix 6:

Mode of Closure of Administrative Justice Complaints

A total of 287 complaints were concluded under Administrative Justice. Out of this figure, 62 representing 21.6% were settled through mediation, whereas the Commission reached a decision on 151 (52.6%). The remaining 74 (25.8%) were either referred to appropriate institutions or complainant advised.

3.2.2 Public Education Activities

The Commission organized 1,516 education programmes. The topics covered include, code of conduct for public officials, good administrative principles and procedures, conflict of interest, unfair treatment by public officers and oversight responsibilities of the Commission over the public officials and institutions. The activities were in the form of seminars, symposia, lectures and media engagements.

See the Figure 11 below for the regional education activities.

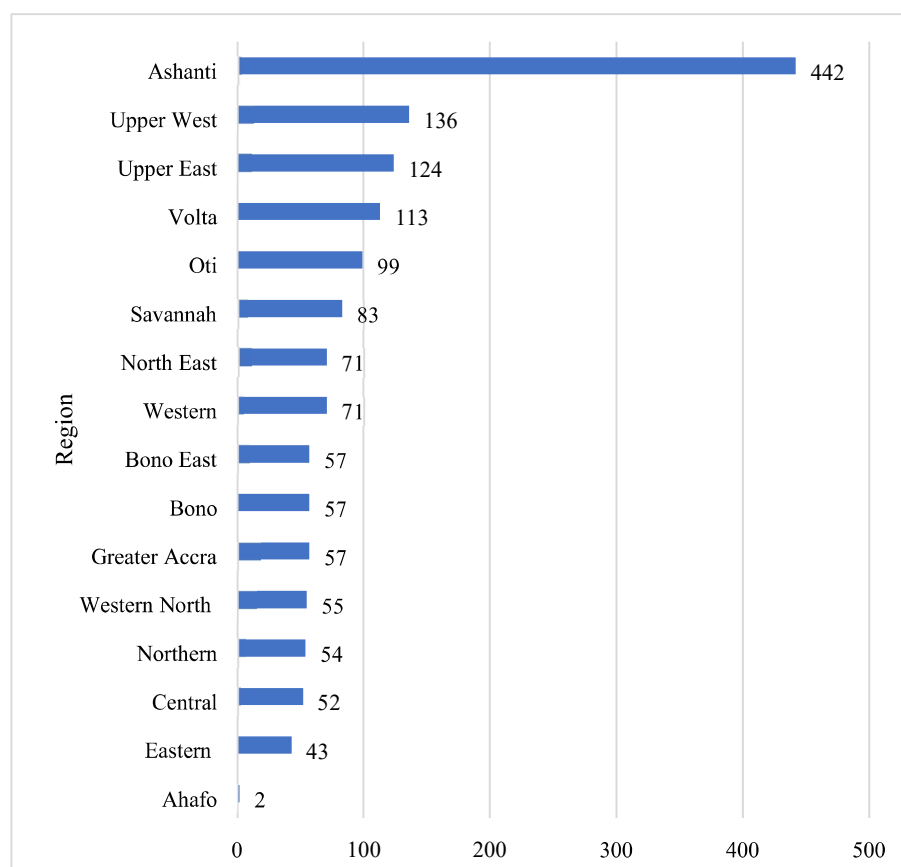


Fig 11: Regional Distribution of Public Education Activities

3.2.3 Workshop for Selected Officials from the Security Services

The Commission organized two-day workshop for some selected public officers from Ghana Armed Forces, Ghana Police Service, Ghana Immigration Service, CEPS, Ghana Prisons Service and Ghana Fire Service in July, 2021.

The objective of the workshop was to educate the Security Agencies on Administrative Justice principles and procedures and requirements imposed on them by law for a productive and efficient Public Service.

3.1.4 Summary of Selected Cases

Case No. 89/2019: Unlawful Termination of Appointment

On 8th March 2019, the Commission received a complaint from a former Chief Executive Officer/Director (CEO) against the Managing Director (MD) of the Ghana Supply Company Limited (GSCL), a state-owned institution. The complainant alleged injustice and abuse of power resulting in unfair treatment against him by the Respondent, which was occasioned by the change of Government on 7th January, 2017, after the December 7, 2016 general elections.

The complainant alleged that the Respondent had refused to pay him his due entitlements. These were:

- a. End-of-service benefits
- b. Net salary/back pay from May 2017 to June 2018
- c. Household Staff
- d. Outstanding rent and
- e. Outstanding Board fees

The Complainant indicated that he was appointed under the previous administration on June 2, 2014 and confirmed in July 2016. The Complainant alleged, among other things, that his appointment was terminated without prior notice or reason when a different party from the one that appointed him, took over the reins of power. Sometime in April 2017, some militia/thugs stormed his office, compelling him to resign and leading to his handing over to an appointee of the incoming government. Afterwards, he submitted his end-of-service and other benefits as calculated by the Internal Auditor of GSCL to the incoming MD of GSCL. The Complainant said he did not hear from the Respondent afterwards.

In its two (2) separate responses dated May 29, 2019 and February 11, 2020, the Respondent denied the allegation that the Complainant was compelled to resign and forced out of the office through the use of militia/thugs. The Respondent said complainant's ESB were calculated based on the actual number of years he worked with GSCL, taking into account his basic salary at the time of leaving office. The Respondent said that it could only pay for the period of two (2) years and ten months that the Complainant actually worked with GSCL. The Respondent said it would not pay the ESB in respect of the unexpired term of the Complainant.

The Complainant explained that an amount of GH¢ 82,813.09 was due to be paid the Complainant. But since the Complainant was then in possession of some official household items, the amount to be paid the Complainant was reduced to GH¢

6,258.50 considering the depreciation of the said items. When a cheque for GH¢ 6,258.50 was issued for payment in favour of the Complainant, he rejected it. On the complainant's rent, the Respondent argued that the rent was paid as part of the Complainant's monthly salary during his employment with GSCL. However, according to the Respondent, there was no record of any complaint for non-payment of rent or was there any request from the Complainant's landlord for a 100% upward adjustment of rent, hence it had no knowledge of any outstanding payments regarding rents payable to the Complainant. The Respondent denied the alleged nonpayment of household staff at the residence of the Complainant as there was no record of such employment as claimed by the Complainant. The Respondent stated that the engagement of the household staff of the CEO was routinely done by GSCL.

Regarding Complainant's salary arrears/back pay from May 2017 to June 2018, the Respondent stated that the Complainant voluntarily resigned from the employment of GSCL on 13th April, 2017, hence his employment ended at that point. The Respondent contended that since the Complainant's employment ended on the said date, the respondent could not pay the Complainant for no work done.

Concerning the outstanding board fee owed the Complainant, the Respondent admitted that, that had been a perennial challenge that the GSCL had faced since 2011. The Respondent, therefore, gave the Commission the assurance that it would pay the Complainant when its finances improved.

The Commission identified the following issues for determination:

1. Whether or not the termination of Complainant's employment by the Respondent was lawful and justifiable.
2. Whether or not the calculation of Complainant's ESB should be based on the actual number of years he worked or the full term of his four-year tenure.
3. Whether or not the Complainant is entitled to other reliefs sought. That is, the payment of household staff, outstanding rent and board fees.

Decision

The Commission found that the termination of Complainant's appointment / employment was unlawful and unjustifiable. Consequently, the Respondent should pay Complainant's ESB as well as salary arrears/back pay to be calculated from the date of his unlawful termination (13th April, 2017) to the date of expiration of his four-year tenure (June, 2018).

Again, the Commission ordered that the Complainant be paid his salary arrears/back pay from the date of the unlawful termination of his appointment to the date of expiration of his four-year tenure. The Respondent, in addition, should negotiate for the re-evaluation of the household items in the complainant's possession.

Case No. HD. 0A/12/03: Abuse of Power / Right to Dignity

The Complainant lodged a complaint at the Regional Office of the Commission, Koforidua in October 2010, after he had petitioned the Tafo District Police Headquarters, the Eastern Regional Police Headquarters, Koforidua and the Inspector General of Police.

The Complainant allegedly went to the Police station at Akyem Osiem on May 1, 2006 at about 8pm to lodge a complaint. When he did not meet any police personnel at the charge office, he went to knock on the door of one Detective Chief Inspector Gabriel Kwasi Gozey, the then Station Officer. D/C/ Insp. Gozey was allegedly unhappy with the way the Complainant banged on his door so he enlisted the assistance of some of his subordinates to assist him to arrest the Complainant, after which they allegedly tortured him. As a result, the Complainant sustained some injuries.

The then Inspector -General of Police set up an enquiry into the matter and it was established that the police personnel had actually assaulted the Complainant. But the investigative report of the body of enquiry did not make any recommendation for any compensation for the Complainant simply because he did not make any request for compensation in his petition to the IGP. It was on the basis of this that the Complainant petitioned the Commission asking for a compensation of GH¢ 32,000.

In its written comments submitted to the Commission on 25th June, 2012, the Respondent admitted that the complainant petitioned the IGP in or around January, 2008. The Respondent stated that it conducted investigations into the matter which confirmed the Complainant's complaint. After considering the evidence of the parties, the Commission set down the following issues for determination:

1. Whether the Complainant was tortured by officers of the Respondent.
2. Whether the Complainant is entitled to compensation.

Decision

The Commission found the following:

- That the Complainant went to the police station to lodge a complaint but did not meet any police officer at the charge office and so he went to knock on the door of the then station officer.
- That the station officer felt offended by the way the Complainant knocked on the door and that resulted in exchange of words between the police officer and the Complainant.
- That the Complainant was arrested, tortured and placed in police cells overnight.
- The Respondent's District Officer at Akyem Tafo issued a Medical Form to the Complainant to go to the hospital.
- That the medical report revealed that the Complainant had bled from the left ear, had bloody sputum, bloodshot eyes and dimness of sight as a result of the torture.
- The medical report placed the degree of the Complainant's injury at 17 percent of the worker's compensation.
- That the Complainant was tortured and was, therefore, entitled to compensation, both pecuniary and non-pecuniary.

The Commission concluded that the action of the Respondent's officers amounted to a breach of the fundamental rights and freedom of the Complainant and was contrary to Article 15 of the 1992 Constitution. Therefore, the Complainant was entitled to compensation.

The Commission, consequently, recommended as follows;

- That the Respondent should pay thirty thousand cedis (GH¢ 30,000.00) as compensation to the Complainant.
- That the Respondent should lodge the said amount of GH¢ 30,000.00 with the Commission for collection by the Complainant within three months upon receipt of the decision.

CASE NO. 235/2018: Non-Payment of Salary

The Commission received a complaint from Earl Perry Addotei Pappoe stating that he was an employee of the Accra Metropolitan Assembly (AMA) and alleged that the Respondent had not treated him fairly by withholding his salary since April 2017. According to him, all efforts to get the Respondent to rectify the issue had

proved futile. He alleged that when his salary was stopped in April 2017, he was informed by the Personnel Manager of the Accra Metropolitan Assembly that his date of birth on the payroll was 10th April 1957 and that he was due for retirement. According to him though he did not know his actual date of birth, he always maintained 10th February, 1963 as his date of birth and believed that at the time of his appointment, he presented same to the Respondent. He added that it was only recently that his uncle gave him his birth certificate and weighing card which indicated that his actual date of birth was 10th February, 1962.

He further alleged that at birth, he was named Allotei Kpakpo which appeared on the birth certificate and weighing card. However, when he was registered for school, his name was wrongly spelt Addotei Pappoe which was maintained and later he was christened Earl Perry Addotei Pappoe. He maintained that in his tribe the two (2) names; Allotei and Addotei are used interchangeably and also because his family consider the variation in the spelling of Pappoe and Kpakpo trivial, they maintained it for him.

The Complainant sought the following reliefs from the Commission:

- (a) That he must be reinstated onto the payroll.
- (b) That he must paid all salary arrears due.
- (c) That he must be given all other benefits due him.

The Respondents stated that the Complainant's pay slip indicated that he was due for retirement on 10th April 2017. The Respondent alleged that the Complainant petitioned the Assembly stating that he was born on 10th February, 1962 and his appropriate date of retirement should be 10th February 2022. According to the Respondent, per the regulations governing staff on government payroll, when a staff encountered such errors, he/she was required to provide any three of the four documents listed below:

- (a) Birth Certificate issued over 10 years
- (b) SSNIT Statement of account
- (c) A Personal Record form
- (d) A Baptismal Certificate issued over 10 years

According to them, the documents provided must show the true information as claimed by the affected staff. In the case of the Complainant, he was able to provide only two of these documents (a SSNIT Statement of Account and Birth Certificate). The birth certificate bore the name Allotei Kpakpo, but the Complainant is only known by the name Earl Perry Addotei Pappoe. The names Earl Perry Addotei Pappoe and Allotei Kpakpo are completely different, therefore they could not

accept the birth certificate to be that of the Complainant. The SSNIT statement of account indicated that his date of birth was 10th February, 1963 and not 10th February, 1962 as he alleged. So, they could not accept those documents to enable them to rectify a change in his date of birth.

The Commission made the following findings:

1. That contrary to the claim of the Complainant, the Respondent did not withhold his salary. His salary ceased without recourse to the Respondent.
2. That records from the Controller and Accountant General's Department (CAGD), indicated that the Complainant was born on 10th April 1957 and was therefore due for retirement on 10th April 2017. Therefore, in order to ensure probity in payroll management, the CAGD, ceased to continue paying salaries to the Complainant's when they realized that he was due for retirement per their records.
3. That as at 10th April 2017, the Respondents were even oblivious of the Complainant's retirement and so failed to take proper steps to retire him. This was occasioned by their failure to maintain proper employee records.
4. That the failure to properly and safely keep the Complainant's Personal Records Form by the Respondent as required by the existing policy amounted to a breach of duty imposed on them by law.
5. The Complainant was not consistent with his date of birth. He stated he was born on 10th February 1963 but the birth certificate he submitted to the Commission indicated he was born on 10th February 1962 and that one even bore a name different from his name. Again, a letter from Local Government Service indicated that the Complainant was born on 10th February 1959 but the one in the system of CAGD was 10th April 1957.
6. That the Complainant was unable to prove sufficiently to the Commission that he was born on 10th February 1963 as he alleged. The evidence adduced meant he was not even certain when exactly he was born.

Decision

The Commission concluded that the termination of the Complainant's salary and his retirement were not unlawful, arbitrary, unjust or unreasonable. In the absence of any sufficient proof to the contrary, 10th April 1957, as found on the CAGD's records, is presumed to be the actual date of birth of the Complainant for the

purpose of the Government of Ghana payroll management since it was probably the date he submitted to his employer at the beginning of his service. Therefore, the retirement of the Complainant on 10th April 2017 was legitimate.

3.3 Strategic Objective 3 (SO3): Corruption in Ghana reduced by 5% by 2025

3.3.0 Introduction

Planned activities for advancing efforts in the area of anti-corruption for the 2021 reporting period were informed by the Commission's 5 years Strategic Plan Objective 3. These activities covered investigations, awareness creation and workshops aimed at strengthening the fight against corruption.

3.3.1 Investigations – Allegations of Corruption

Allegations Recorded and Concluded

Forty (40) cases were recorded under the Anti-Corruption mandate of the Commission and 39 were concluded. The trend of cases received in the past 5-years showed that there was an astronomical increase in the cases in the year 2020 and this was due to 119 of non-declaration of Assets lodged against some public officers. See the table below.

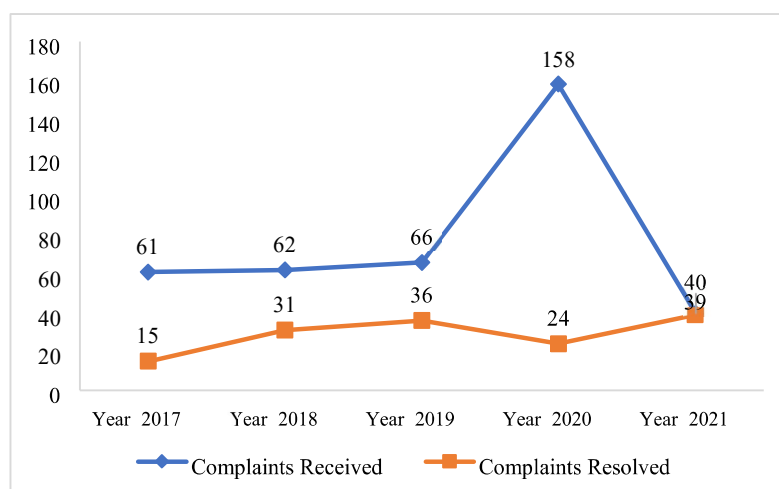


Fig 12: Trend of Complaints Recorded and concluded: 2017-2021 (Five Years Period)

Nature of Corruption Allegations

The nature of allegations of corrupt practices was mainly extortion, conflict of interest, and misappropriation. See appendix D for full details.

Respondent Bodies

Complaints recorded under this category were mostly against officials holding positions in public institutions. These officers were mostly from Ghana Police Service and MMDAs.

See appendix G for details.

Mode of Conclusion of Corruption Cases

Out of the 39 complaints concluded, the Commission reached a decision on 37, whereas two (2) were referred after initial assessment of the case.

Sex Distribution of Complainants

All the 40 complaints of allegations of corruption were received from private individuals made up of 36 males and four (4) females.

3.3.2 Public Education on Corruption

The Commission conducted a total of 1,816 public awareness campaigns during the year. These activities were to sensitize the public on the Commission's anticorruption mandate as well as the evils of corruption.

Specific topics covered during these campaigns relate to the forms of corruption, the Whistle-blowers Act, the concept of the National Anti-corruption Action Plan (NACAP), ethical conduct and abuse of power.

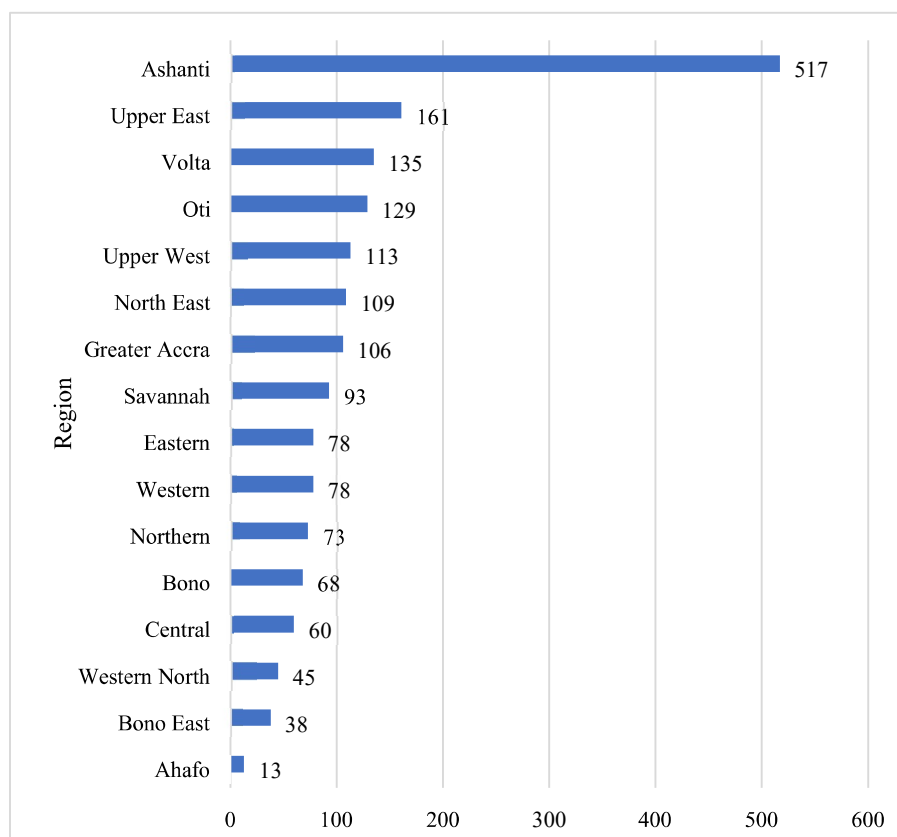


Fig 13: Regional Distribution Public Education Activities

3.3.3 Training on Corruption Risk Management Methodology

With a financial and technical support from the United Nations Office on Drugs and Crime (UNODC), a Trainer of Trainers (ToT) workshop for selected senior staff of the Commission on the UNODC Corruption Risk Management Module. The primary objective was to build staff capacity on how to apply this methodology for the Commission's corruption risk management.

3.3.4 Identification and Prioritization of Corruption Assessment Risks in the Fisheries and Health Sector

During the year, the Commission held separate workshops on Corruption Risk Assessment for the Fisheries and Health sector to identify and prioritise areas of vulnerability in their operations. The workshops identified gaps and weaknesses in their existing preventive mechanisms with a view to establishing a more robust system for checking corrupt practices in the operations of the two sectors. The participants agreed on the development of a targeted mitigation strategy that will address all the loopholes identified.

3.3.5 National Whistle-blower Protection

To give meaning to the practical implementation of whistle-blower protection laws, the Commission held a two-day workshop to assess some best practices. This workshop was to strengthen the laws to give adequate protection and encourage people to report corrupt practices in their communities. The workshop came out with Standard Operating Procedures (SOP) for Whistle-blower Protection in Ghana.

3.3.6 Signing of Protocol among Key Accountability Institutions (KAIs)

Following the signing of Memorandum of Understanding (MoU) to boost collaboration among KAIs, the Commission organised a session to develop and adopt protocols for its implementation. The protocol signed by heads of these KAIs signified their commitment to improve collaboration in the fight against corruption.

The KAIs that signed the protocols were:

- Economic and Organised Crime Office (EOCO)
- Internal Audit Agency (IAA)
- Financial Intelligence Centre (FIC)
- Narcotic Control Commission (NACOC)
- Attorney General's Department (AG)



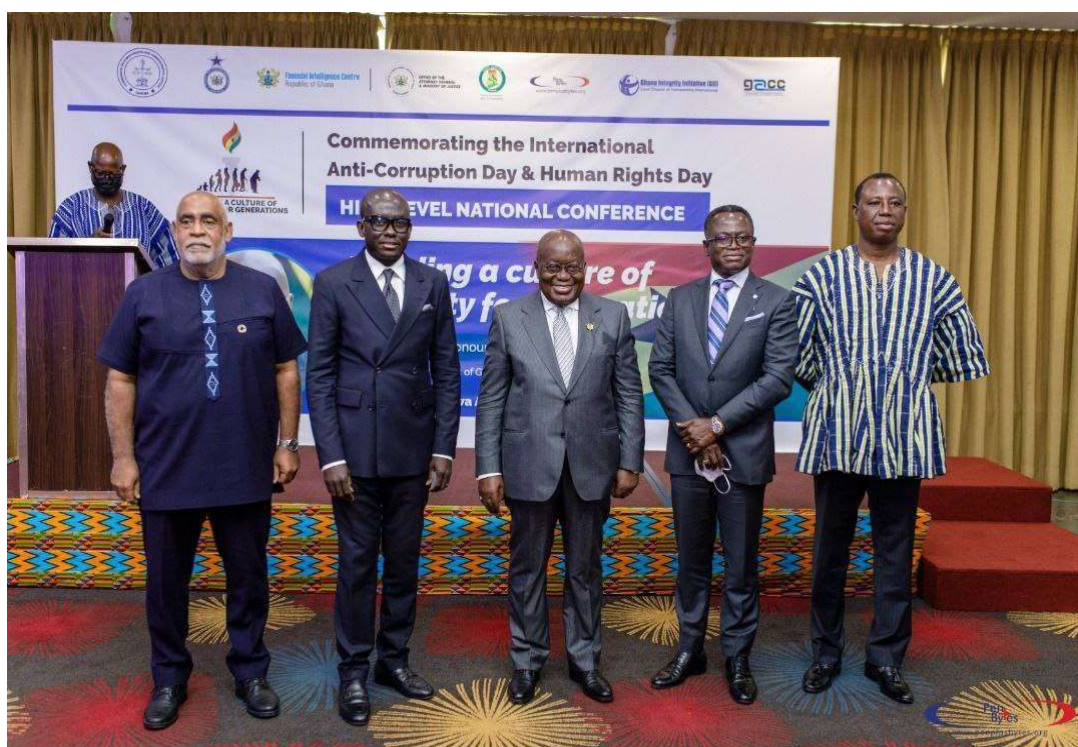
Commissioner of CHRAJ, Joseph Whittal signing the MoU

3.3.7 Celebration of Anti-Corruption and Transparency (ACT) Week

The Commission celebrated the Anti-Corruption and Transparency (ACT) week to promote a renewed culture of integrity among the youth of Ghana under the theme “Building a Culture of Integrity for Generations”. The Week celebration culminated in the observation of the International Anti-corruption Day (IACD) and International Human Rights Day (IHRD) on the 9th and 10th December respectively.

Also remarkable about the week-long celebration was the handing over of the Integrity Torch to the youth of Ghana by the President of the Republic of Ghana, Nana Addo Dankwa Akufu-Addo.

The Commission also marked the celebration with various activities including an interactive section between Key Accountability Institutions and the General Public, Ghana Integrity Awards and the NACAP High Level Corruption Conference.



Celebration of ACT week. At the middle is His Excellency the President of the Republic of Ghana,
Nana Addo Dankwa Akufu-Addo

3.3.8 Summary of Selected Cases

Case No. 332/2020: Misappropriation of Funds & Conflict of Interest

The Complainant, a civil society organization, lodged a complaint against the President of the Republic of Ghana and the Finance Minister of the Republic as 1st and 2nd respondents respectively.

The Complainant requested the Commission to commence investigations into allegations of “misappropriation of public funds, abuse of office and corruption” against the 1st Respondent; and “conflict of interest” against the 2nd Respondent. The Complainant attached to the complaint, documents which were either not legible or authentic or whose sources of origin could not be easily ascertained, as information it was relying on, in its complaint. This meant that the Complainant did not have any independent information or evidence of its own but rather relied on allegations ostensibly sourced from “the Open Sources Investigations, (OSI).”

Therefore, the Commission found it necessary to invite the Complainant to provide additional information to remedy the underlying defects in the complaint as provided under Regulation 2 (4) of the CHRAJ (Investigation Procedures) Regulations, 2070 (CI 67). Accordingly, on 27th August, 2020, the Commission invited the Executive Director of the Complainant’s institution for a discussion. At a meeting held on 2nd September, 2020, the Commission asked the Complainant to provide further and better particulars to the complaint, that is, for a copy of the Open Sources Investigation Report and authentic copies of the document attached to the complaint. The Executive Director of the Complainant’s institution assured the Commission that it would provide the additional information requested.

When the Complainant failed to make good its promise, the Commission repeated its request per the letter Ref. No. CHRAJ/332/2020/393 of 17/09/2020. However, instead of providing the information as promised, the Complainant, in a letter, No. ASEPA/DOC/148/20 dated 29/09/2020 and received by the Commission on 3rd November, 2020, wrote as follows:

“WITHDRAWAL OF PETITION AGAINST PRESIDENT AKUFO ADDO AND KEN OFORI-ATTA ON KRL...”

Decision

After a careful consideration of all the circumstances of the case, the Commission arrived at the conclusion that the Complainant knew or should have known that the information on which it relied to lodge the complaint was doubtful, and therefore the complaint was not made in good faith.

Therefore, the Commission invoked section 13 (2)(b)(ii) of Act 456 to cease or discontinue investigation of the complaint on the basis that it was not made in good faith.

Case No. HQ 72/2022: Abuse of Office

On 18th March, 2022, the Complainant, Korsi Senyo, lodged a complaint against Maxwell Opoku-Agyemang, Mrs. Juliet Adu Agyei and Mrs. Marian Atta-Boahene.

The Respondents are the former Acting Director, the Registrar and the Deputy Registrar respectively of the Ghana Law School (GSL).

The complainant sought the following reliefs:

- i. An investigation and recommendations by the Commission against the Respondents for their conduct, and
- ii. Appropriate action against the Respondents in the event that they were found liable for corruption to serve as deterrence to other public officers.

The Complainant, among other things, alleged that the Respondents admitted 10 unqualified candidates into the GSL for the 2021/2022 academic year. That the General Legal Council (GLC) constituted a disciplinary committee to investigate the allegations regarding the admission of the unqualified candidates into the GSL. That the General Legal Council directed the GSL to take disciplinary action against the Respondents on the basis of the findings of the Council. The Complainant alleged that the Judicial Secretary, in a letter, dated 14th February, 2022, conveyed the directive of the GLC through the Chief Justice to the GSL. According to the Complainant, the conduct of the Respondents bordered on illegality and, possibly, fraud, abuse of office and corruption by public office holders. He added that the conduct of the Respondents amounted to grave misconduct, requiring thorough investigation by the Commission.

During preliminary investigations, the Commission had information that an aspect of this case involving the 1st Respondent was pending before the Supreme Court. Accordingly, the Commission in a letter with Ref. No. CHRAJ/HQ72/2022/88,

dated 29 March, 2022 made a request for “Certified True Copies “of the said processes. The Registrar of the Supreme Court on 30th March 2022, provided the Commission with Certified True Copies of two (2) separate writs filed by one Mr. Brogya Genfi and Mr. Kwame Asare Obeng (A-Plus) against the 1st Respondent as 2nd Defendant. The Commission found out that a perusal of both writs indicated that they were filed on the same date and contained identical reliefs.

Regarding the allegation of corruption against the Respondents, the Commission said it was unnecessary for it to investigate the matter since the Disciplinary Committee of the GLS was already investigating it.

The Commission, therefore, exercised its discretion to not investigate the complaint “since under the law, appropriate remedy by way of a disciplinary committee has been constituted by the GLC to investigate the matter and take action on the basis of any proven allegations of misconduct against the Respondents.”

The Commission explained that the more compelling reason why it did not investigate the matter was the fact that an aspect of the same case was already before the Supreme Court. This is so because Article 219 (2)(a) of the Constitution, 1992, completely ousts the jurisdiction of the Commission in matters pending in court. “Accordingly, the Commission finds it compelling not to entertain the allegations lodged against the 1st Respondent, Maxwell Opoku Agyemang. Although there are no suits pending in court against the 2nd and 3rd Respondents, there is good justification why the Commission cannot investigate the allegations made against them.” The Commission, therefore, explained that: “In the considered view of this Commission, it would amount to a brutum fulmen exercise if it engages in an investigation of the 2nd and 3rd Respondents, the outcome of which would potentially conflict with the decision of the Supreme Court and especially when the Commission exercised its discretion not to conduct investigations in the light of the Disciplinary Committee constituted by the General Legal Council to investigate the three Respondents.”

Decision

The Commission found that although it had the mandate to investigate allegations in the instant complaint, there were compelling circumstances not to carry out the investigation.

Case No. 293/2013: Conflict of Interest

The Commission received a complaint dated 18th June, 2013 which alleged conflict of interest against Mr. Felix De-Corsah Eduful, the then Director of Internal Audit, Ministry of Water Resources, Works and Housing (MWRWH) from the Internal Audit Agency (IAA).

The complaint which was initially lodged with the then Sector Minister of the Ministry of MWRWH, Hon. Alban S.K. Bagbin, was referred to the Internal Audit Agency (IAA) by the Minister for investigation. It was after the conclusion of its initial investigation that the IAA referred the matter to the Commission, being the constitutional body responsible for investigating allegations of conflict of interest against public officials.

The Commission found out that Hon. Alban S.K Bagbin, in a letter dated 3rd November, 2011 referred a complaint of conflict of interest against the then Chief Director of the Internal Audit at the MWRWH, Mr. Felix De-Corsah Eduful, to the IAA, for investigation to be conducted into the matter.

The IAA set up a two-member Committee to investigate the matter. The Committee completed its work in December, 2012 and concluded that the Respondent's conduct constituted a conflict of interest situation.

The Internal Audit Agency in a letter dated 18th June, 2013 referred the matter to the Commission together with relevant documents for the Commission to carry out its own investigation.

The IAA in its complaint dated 18th June, 2013 alleged that the Respondent, the then Chief Director of Internal Audit at the said Ministry had registered a company by name Hosanna F.E.D Ltd, but he failed to disclose his interest in Hosanna F.E.D Ltd to his employers at the time.

The Complainant found the conduct of Mr. Eduful as a case of conflict of interest situation.

On 29th June 2015, the Commission wrote a letter to Mr. Felix Eduful De-Corsah, to submit his comments on the allegation of conflict of interest that had been made against him.

The Respondent submitted his response to the allegations, dated 31st August 2015 and stated that he was a Non-Executive Director and Secretary of Hosanna F.E.D Ltd, which obtained and executed contracts for the Ministry of Water Resources, Works and Housing, at a time he was an employee of the said Ministry. He said he,

as an Internal Auditor, neither influenced the award of the contract nor was he involved in the tender processes which resulted in the award of the contracts to Hosanna F.E.D Limited.

The Respondent explained that he was not a member of the Tender Selection or Evaluation Team, nor involved in the evaluation process. He was also not part of the Inspection Team which inspected the works done and it was the Public Works Department (PWD) which advised the Minister on the list of contractors to be paid. The Ministry then requested the release of funds from the Ministry of Finance to pay contractors.

He emphasised that he was not involved in any of the processes.

The Respondent concluded that he was unaware of the conflict of interest situation at the material moment.

The Commission therefore concluded that the conduct of the Respondent was a conflict of interest situation and therefore a breach of the code of conduct for public officers as he did not take steps in removing himself from the situation.

Decision

The Commission concluded after its investigation that:

- i. Hosanna F.E.D Limited is a registered company owned by the Respondent as Director, Secretary and a sole shareholder.
- ii. Hosanna F.E.D Limited obtained and executed various contracts from the
- iii. MWRWH.
- iv. Mr. Eduful certified or vetted payment vouchers for contracts executed by Hosanna F.E.D.
- v. The Respondent did not disclose his interest in Hosanna F.E.D Ltd to the Ministry in its dealings with the Ministry.
- vi. The conduct of Respondent constitutes conflict of interest and a breach of the code of conduct for public office holders.

The Commission made the following recommendations:

- a. Hosanna F.E.D Ltd should be debarred from participating in any contract in any State Agency for a period of 10 years.
- b. Mr. Felix De-Corsah Eduful should forfeit any public office position he holds for a period of four years. He is also debarred from taking any other public office position within the period.

3.4 Strategic Objective 4(SO4): Working conditions in CHRAJ improved by 50% by 20215

3.4.0 Introduction

Activities were executed to satisfy organizational needs to increase performance by recruiting, training, retaining, and motivating the entire staff to improve efficiency and effectiveness in their assigned responsibilities.

3.4.1 Staff Status

Staff Strength

By the close of 2021, the Commission had a staff strength of 919 comprising 586 males and 333 females. Ten (10) members of staff retired, three (3) resigned, and five (5) died.

Recruitment

The Commission recruited 220 staff made up of 131 males and 89 females. The total number of 220 newly recruited staff included three persons with disability.

Temporary Staff

The Commission engaged the services of nine (9) male and 15 female graduates from the tertiary institutions under the national service scheme and one (1) person on secondment. In all, the Commission worked with a total of 25 temporary staff.

3.4.2 Capacity Development

In the year of reporting, several capacity-development training workshops were organized for staff. These programmes include:

- Training workshop on Stigma and Discrimination Reporting System in May,
- 2021 for Head Office staff and some Regional and District Directors;

- Induction and capacity building programme for Legal Officers in May, 2021;
- Induction Programme on Basic Investigation, Administration and Public Education in October, 2021 for some Head Office staff and Regional and District Directors;
- Capacity Building Workshop on Monitoring and Evaluation and Child Rights Monitoring in December, 2021 for selected Head Office staff, Registrars, Regional and District Directors;
- Selected staff attended a workshop on Lesbian, Gay, Bisexual, and Transgender (LGBT);
- Selected staff attended a 3-day Summit during the 16-Day Activism Against Gender-Based Violence in November, 2021;
- Selected staff participated in a day's workshop on "Women against Violence in Elections".

3.4.3 General Administration

The performance of the general services is geared towards establishing efficient systems and maintaining high standards of operational infrastructure necessary for optimal delivery of CHRAJ mandates. The following were executed.

- Reconstruction of the burnt section of the Old Parliament house which started in 2018 and was in progress. Work done so far is estimated at 46.03%;
- The network backbone at Head Office was installed and functioning. The Regional offices' online work assessment was in progress;
- The following IT equipment were procured to enhance IT operations. See the table below.

Table 2: Types and Number of IT Equipment Procured in 2021

IT Equipment	Equipment Type	Quantity
Rack	42U Server Rack with Cable managers	1
UPS	3 KVA UPS (Smart UPS)	22
Hardware	Firewall	1
Desktop	Desktop Computers	20
Printers	Large Multi-Operational printers	5
Hardware	External hard Drives-2TB SSD	5
Cabinets	Fire-proof secure cabinets	1
Software	Server 2016 Standard	2
Software	Multi-domain SSL Certificate	1
Software	SQL server Standard 2019	1
Hardware	Hard drive (for Servers)	2
Hardware	RAM (for Servers)	2

3.5 Strategic Objective 5 (SO5): Corporate governance and reporting obligations in CHRAJ improved by 50% by 2025

3.5.1 Corporate Affairs and Visibility

The Commission secured spots in the Daily Graphic and Ghanaian Times newspapers where articles on CHRAJ mandates and election-related issues were published. The Commission's presence on social media has greatly improved.

3.5.2 Monitoring and Evaluation (M&E)

The Commission's Annual Work Plan (AWP) and Annual Progress Reports (APRs) for the period were duly prepared. Also, the Commission monitored, prepared, and submitted periodic reports (quarterly and annual reports) on selected indicators to the National Development Planning Commission (NDPC), Ministry of Finance (MoF), Project Management Unit (PMU) of the Public Sector Reform for Result Project (PSRRP), Public Procurement Authority (PPA), and international partners. On the National Anti-Corruption Action Plan (NACAP), one field monitoring activity was conducted in 2021. In March, the Commission recruited a consultant to prepare an M&E Plan for the strategic plan.

3.5.3 Formulation of National Policy and Legislation

The Commission's 5-year Strategic Plan (2021-2025) was approved for implementation in 2021.

3.5.4 Corporate Governance

At the beginning of 2021, the Commission members had a retreat to deliberate on a range of issues, including reviewing the status of implementation of the 2020 Annual Work Plan (AWP); and measures to roll out implementation of the CHRAJ 5-Year Strategic Plan (2021-2025). The retreat further provided the opportunity to take stock of the work of the Commission in 2020 to better strategize for 2021. Thus, some good practices (strengths) were identified and reinforced, and weaknesses (gaps) mitigated. The exercise also offered members a clear picture of the institution to enable them to effectively direct and supervise line managers to focus their energies on prioritized activities for inclusion in the 2021 AWP and implementation.

Furthermore, the Commission members embarked on a Policy Meeting in furtherance of the performance of their non-executive function of developing

institutional policies to guide staff and work of the Commission. The purpose was to review and finalize two major policy documents (Sexual Harassment Policy and Transport Policy), provide input into CHRAJ (Amendment) Bill, 2021 which seeks to designate the Commission as National Preventive Mechanism (NPM), and to review draft decisions of some cases.

3.5.5 Reporting Obligations

In terms of managing the results framework and meeting the reporting obligations, the Commission finalized its 5-year strategic plan for implementation in 2021.

The Commission's Website has been redesigned from www.chrajghana.com to www.chrajghana.gov.gh. In 2021, the Commission started developing and installing corporate e-mails. The Commission has also developed an online whistleblower complaint form which is available on www.chraj.gov.gh/blower-complaint where complaints could be lodged confidentially. This online reporting system enables persons, especially whistle-blowers and key population to make complaints and receive prompt resolution without fear of having their identity disclosed.

The Commission prepared and submitted periodic reports to local and international partners in 2021.

3.5.6 International Cooperation Performance

The Commission continues to have formal working relations with several International and Regional institutions/bodies. Through working with these bodies, CHRAJ shares experiences and best practices on the thematic areas of human rights, administrative justice, and anti-corruption from Ghana's perspective and by so doing contributes to strengthening many other sister institutions¹ and global performance. The affiliations range from payment of subscription fees to undertaking flexible Memoranda of Understanding across the mandate areas. The ensuing paragraphs discuss the Commission's affiliations and activities in accordance with the mandate areas.

Human Rights

The Commission continues to enjoy 'A status' membership with the Global Alliance of National Human Rights Institutions (GANHRI)². GANHRI is an International Association of National Human Rights Institutions (NHRIs) across

¹ This includes National Human Rights Institutions (NHRIs), Ombudsman and Anti-Corruption Institutions

² Formerly known as International Coordinating Committee (ICC) established in 1993

the globe with the primary aim of promoting and strengthening NHRIs to be in accordance with the Paris Principles while also providing leadership in the promotion and protection of human rights. The GANHRI supports NHRIs in many ways including: facilitating and supporting NHRIs engagement with the UN Human Rights Council and Treaty Bodies; encouraging cooperation and information sharing among NHRIs; and promoting the role of NHRIs within the United Nations and with States and other international agencies.

The ‘A status’ accreditation by the GANHRI Sub-Committee on Accreditation makes the Commission compliant with the Paris Principles and it is therefore accorded speaking rights and seating at Human Rights Treaty Bodies and other related organs of the United Nations.

Again, the Commission is a member of the Network of African NHRIs (NANHRI) based in Nairobi (Kenya) and, the Network of NHRIs in West Africa (NNHRI-WA) based in Accra (Ghana).

The Commission continues to serve as Africa’s Representative on the GANHRI Working Group on the United Nations Sustainable Development Goals (SDGs); and an alternate member to GANHRI Sub-Committee on Accreditation.

The Commissioner of CHRAJ was elected as Vice President of NANHRI in 2021 and continues to chair NANHRI Working Group on the 2030 agenda for sustainable development and Africa agenda 2063. Additionally, the Commissioner has been the President of NNHRI-WA since 2019.

Activities implemented during the period included:

- **NHRIs and CSOs Forum on Impact of COVID-19 in Protecting SOGIE Rights in Nairobi, Kenya**

In March 2021, two (2) representatives of the Commission attended a forum for NHRIs and CSOs in Nairobi, Kenya. The Forum brought together representatives of the five (5) NHRIs on the NANHRI SOGIE project (Ghana, Kenya, Uganda, Malawi, and South Africa) and SOGIE Reference Group (CSO’s and LGB/TIGNC representatives). The main objectives included to; highlight the progress made by NHRIs to enhance the inclusion of SOGIE rights and response to human rights violations towards SOGIE persons within their respective institutions, serve as a learning forum on the impact of COVID-19 in relation to SOGIE protection; and create a platform for the sharing of experiences and lessons learnt working on SOGIE issues.

At the end of the Forum, all NHRIs were tasked to make a presentation on a proposed activity to be undertaken in collaboration with CSOs from their respective countries. Based on CHRAJ's action plan, the following activities were recommended for implementation:

- ✓ Conduct a needs assessment of marginalized groups.
- ✓ Sensitization training for health providers in some selected hospitals in Accra.
- ✓ Fact-finding and monitoring mission to the Birth and Death Registry and all the 16 Regional hospitals in Ghana.

- **National Human Rights Institutions Workshop on the Maputo Protocol**

The Commission participated in NHRIs workshop on the Maputo Protocol in April 2021 in Nairobi, Kenya. The objectives of the workshop were to:

- ✓ sensitize African NHRIs on the Maputo Protocol and related soft law instruments;
- ✓ enhance capacities for NHRIs to develop and submit alternate reports to the African Commission on the Maputo Protocol;
- ✓ improve NHRIs capacities to engage States with the aim of accelerating ratification of the Maputo Protocol and State Party reporting to the African Commission, with particular focus on the application of the African Commission Guidelines for State Party reports as well as NHRIs/CSOs alternate/parallel and/or shadow reports on the Protocol.

- **International Justice and Human Rights in West Africa**

In June, the Commission participated in another workshop on the theme, "International Justice and Human Rights in West Africa" in Abidjan, La Cote d'Ivoire.

NNHRI-WA led Programmes

✓ NNHRI-WA Regional Teleconference

In May 2021, the Secretariat of the NNHRI-WA (hosted by the Commission) organized a virtual regional conference in cooperation with its partners. The main objective of the regional consultations was to enhance human rights-based approach in responding to the COVID-19 pandemic. Other objectives included the presentation of reports on the electoral missions organized by the Network to Burkina Faso, Ghana, and Liberia in December 2020; and to define a calendar of activities which could allow for quarterly thematic teleconferences. The Regional teleconference attracted participation from OHCHR, UNOWAS and ECOWAS as well as member NHRIs.

✓ Elections Observations Mission in the Gambia

The Commission, which doubles as the Secretariat of the NNHRI-WA since 2019 participated in a presidential election monitoring exercise in the Gambia in December 2021. The election observation exercise formed part of efforts by NNHRI-WA to fulfil its 3-year strategic plan as well as the Network's communique from its 2019 Regional Consultative Conference held in Accra, Ghana. The key objectives were to:

- i. establish the existence of legal or regulatory framework to ensure the conduct of credible elections in the Gambia;
- ii. establish whether such legal or regulatory framework were duly applied before, during and after the elections;
- iii. ensure credible, free, transparent, peaceful, and safe elections in west Africa in accordance with domestic laws and international standards for democratic elections.

The Mission consisted of 10 members, comprising eight (8) international and two (2) domestic observers. A report was produced and shared with key stakeholders. The NNHRI-WA was established in 2006 pursuant to Article 35 of the ECOWAS Protocol on Democracy and Good Governance³ to promote coordination and cooperation among NHRIs for the promotion and protection of human rights in the ECOWAS Region.

³ Protocol A/SP1/12/01 on Democracy and Good Governance Supplementary to the Protocol relating to the Mechanism For Conflict Prevention, Management, Resolution, Peacekeeping and Security.

Administrative Justice

The Commission is an active member of the International Ombudsman Institute (IOI) as well as the African Ombudsman and Mediators Association (AOMA). The role of Ombudsman institutions generally is to protect people against violation of rights, abuse of power, unfair decisions, and maladministration. The IOI, which was established in 1978, has membership well over 190 independent Ombudsman institutions drawn from more than 100 Countries worldwide. In its effort to focus on good governance and capacity building, the IOI supports its members in threefold way: training, research, and regional subsidies for projects. Similarly, the AOMA prides itself as “a vehicle for promoting good governance and the rule of law in Africa”. Its mission statement is “to advance the development of the Ombudsman Institution for the furtherance of good governance, the Rule of law, and Human Rights in Africa.”

Anti-Corruption

Again, the Commission is affiliated to the International Association of Anti-Corruption Authorities (IAACA), Association of African Anti-Corruption Authorities (AAACA), and the Network of Anti-Corruption Institutions in West Africa (NACIWA). The IAACA is an independent, non-political, anti-corruption organization, composed of institutions responsible for investigation, prosecution and prevention of corruption around the world.

The objective of the Association is to promote the effective implementation of the United Nations Convention Against Corruption (UNCAC), fostering constructive collaboration among its members in the prevention and control of corruption, as well as asset recovery and international cooperation.

In December 2021, the Commission attended the 9th session of the Conference of State parties on the United Nations Convention Against Corruption (UNCAC) in Sharm El Sheikh, Egypt; and participated in a virtual meeting on AAACA.

CHAPTER FOUR

ACCOUNTABILITY REPORT

4.1 COVID-19 Response and Related Activities

In line with its role to protect the rights of all persons in Ghana, including the rights of the vulnerable, the Commission, between October and November 2021, conducted nationwide research to ascertain the impact of the Covid-19 pandemic on the enjoyment of economic, social and, cultural rights. The research was in line with the country's obligation under the International Covenant on the Economic, Social and Cultural Rights (ICESCR) to take a range of concrete and targeted measures to respond to pandemics to mitigate its impact on those who were likely to be most affected.

In specific terms, the research aimed at assessing:

- The impact of the COVID-19 pandemic on the rights to health; education; water and sanitation; decent work and adequate standard of living; cultural rights; as well as formal and informal detention facilities.
- Human rights violations arising from the enforcement of Act 1012 and the Executive Instruments (E.I 64) on COVID-19 Safety Protocols.

The research covered all the 16 regions, focusing on health institutions, schools, MMDAs, formal and informal detention facilities, deprived communities, public transport stations, informal settlement, markets, hotels and guest houses, salons and barbering shops.

The study revealed that, the pandemic had adverse effects on the realization of the rights to health and education in Ghana. Whereas there was severe pressure on health facilities and personnel that affected access and quality of healthcare delivery, schools were closed down, compelling educational institutions to resort to online delivery of lessons, thereby limiting access and quality of education. On the part of the enforcement of Executive Instruments on safety protocols, there were some excesses. Some citizens were arrested and others were brutalized by the security personnel for flouting the instrument.

4.2 Transparency Standards

Transparency refers to the freedom to seek, receive and impart information which is integral to freedom of expression, transparency in election, among others. Rights such as the right to vote and seek election cannot be exercised meaningfully and fully without the observance and promotion of transparency standards.

The Right to Information (RTI) Act, 2019 (Act 989) promotes transparency and accountability. It is an Act passed to provide for the implementation of the constitutional right to information held by a public institution, subject to the exemptions that are necessary and consistent with the protection of the public interest in a democratic society to foster a culture of transparency and accountability in public affairs and to provide for related matters.

The Commission, as part of its transparency standards, receives requests bordering on the RTI Act which promotes transparency and accountability by empowering people to access information on both central and local government systems. In line with its quest to promote or encourage transparency, the Commission has an RTI desk officer.

In 2021, the Commission received two (2) formal requests for information involving the budgets of various years of the Commission. The requests were from two (2) media institutions: the Media Foundation for West Africa and the Fourth Estate.

The Commission is currently in the process of coming out with an RTI manual listing all the information that one can access as far as the work of the Commission is concerned.

4.3 Downward Accountability Standards

Downward accountability standard refers to processes by which the senior managers of an organisation are held accountable to the people at levels within that organisation. These are stakeholders, including employees and their families, Complainants and, Respondents, who are members of the communities within which the organisation operates. This contrasts with upward accountability through which senior managers are held accountable to higher-level boards of directors representing the interests of corporate principals. The shortcomings of upward accountability are seen to strengthen the case for incorporating downward accountability into corporate governance.

As part of measures to ensure good corporate governance at the Commission, the system of downward accountability is encouraged. One means of ensuring

downward accountability at the Commission is through staff durbars or open forums which usually take place at the end of every calendar year. At these durbars, there are frank and open discussions between senior managers and other employees. Senior managers account for their stewardship to the entire membership of the Commission. There is always a question-and-answer session during which issues and policies are explained.

Again, every year the Commissioner is invited as a special guest to the National Executive Committee (NEC) meeting of the CHRAJ Staff Association (CHRAJSA). At these meetings, the Commissioner addresses all grievances from the regional representatives. Additionally, the Commissioner attends the congress of CHRAJSA every four (4) years to address matters pertaining to the management of the Commission.

Another method of downward accountability is through workshops and programmes where staff have the opportunity to interact with management.

At the end of every national service year, service personnel at the Commission get the opportunity to meet with the Commissioner and other senior managers to discuss challenges and offer suggestions for future improvement.

CHAPTER FIVE

ENVIRONMENTAL STATEMENT

Human rights and the environment are intrinsically connected. A healthy and sustainable environment is essential to the enjoyment of human rights. Activities which interfere with sustainable environments potentially violate human rights.

The Commission has prioritized efforts to promote and protect the environment and human rights with the creation of the Strategic Management and Innovation (SMI) department. The department is a combination of Strategic Management and the Technology and Innovation (TI) unit. Among other responsibilities, the SMI department is responsible for leading the digitalization process of the Commission and rolling out programs to support the execution of the 2021-2025 strategic plan and similar plans.

The Commission's digital transformation brings new set of tools that enables staff to improve work processes through smart applications. The capability to use the Commission's limited resources efficiently plays a significant role in supporting to build a sustainable environment – in keeping with SDG Goal 15 of ensuring the conservation, restoration and sustainable use of environmental resources such as indiscriminate felling of trees for paper production.

The Commission since 2021,

- began a nationwide corporate email and Microsoft teams' rollout. This professional digital platform is projected to contribute to a paperless system of work processes and reduce non-essential travels for meetings.
- is championing a digital record keeping system through a case management system. This initiative is part of a broader digital transformation roadmap. Digitization of closed cases has been commissioned to support paperless investigation processes and safer record keeping. Over the period 1,020 cases were scanned and documented.
- continues to participate in stakeholder workshops on the SDGs which highlight the importance of maintaining sustainable environmental actions.

CHAPTER SIX

FINANCIAL REPORT

The Commission continued to receive a steady increase in its budgetary allocation from the Government of Ghana (GoG) for the past five (5) years. In the year 2021, the Commission received a total of Forty-Four Million, Seven Hundred and Fifty Three Thousand, Nine Hundred and Eighty-Four Ghana Cedis, Eighty-One Pesewas (GH¢44,753,984.81) to carry out its planned activities. This amount represented an increase of approximately 17% over the release in 2020. This increase was mainly attributable to the increase in the Compensation budget arising from new recruitment.

The table below indicates the targets, actual releases, and variances for the year under review

Table 3: Budget Estimates and Releases

Item	Budget-GH¢	Actuals GH¢	Variance GH¢
Compensation	26,237,023.92	31,208,134.40	4,971,110.48
Goods & Services	14,035,083.63	8,976,913.73	(5,058,169.90)
Non-Financial Assets	6,325,000.00	4,568,936.68	(1,756,063.32)
TOTAL	46,597,107.55	44,753,984.81	(1,843,122.74)

Appendices

Appendix 1: Classification of Complaints Received and Concluded According to Offices

REGIONS	CASES RECEIVED/RECORDED				CASES CONCLUDED			
Central Region	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
CAPE COAST	51	4	0	55	49	3	0	52
SALTPOND	38	0	0	38	28	0	0	28
BREMAN ASIKUMA	23	2	2	27	17	0	0	17
ABURA	29	1	0	30	27	0	0	27
ELMINA	31	0	0	31	29	0	0	29
DUNKWA OFFIN	46	0	0	46	43	0	0	43
APAM	30	0	0	30	19	0	0	19
TWIFO PRASO	39	0	1	40	21	0	1	22
AGONA SWEDRU	123	0	0	123	126	2	0	128
ASSIN FOSU	52	4	0	56	43	1	0	44
WINNEBA	67	0	0	67	64	1	0	65
SUB- TOTAL	529	11	3	543	466	7	1	474
Greater- Accra	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
HEAD OFFICE	178	95	17	290	221	105	25	351
ACCRA	13	5	0	18	16	2	0	18
SOWUTUOM	40	1	0	41	39	1	0	40
DODOWA	16	2	0	18	22	2	0	24
ADAFOAH	46	2	0	48	49	6	0	55
AMASAMAN	95	2	0	97	112	1	0	113
KPONE-KATAMANSO	11	0	0	11	3	0	0	3
WEIJA	74	5	0	79	110	2	0	112
TEMA	63	3	0	66	68	4	0	72
SUB- TOTAL	536	115	17	668	640	123	25	788
Northern	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
TAMALE	50	8	0	58	43	9	0	52
ZABZUGU	7	1	0	8	7	0	0	7
SAWELUGU	9	0	0	9	8	0	0	8
TOLON	3	0	0	3	3	0	0	3
GUSHEGU	7	0	0	7	7	0	0	7
SABOBA	31	0	0	31	38	0	0	38
YENDI	42	0	0	42	42	0	0	42
BIMBELLA	51	0	0	51	56	0	0	56
SUB- TOTAL	200	9	0	209	204	9	0	213
Bono	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
SUNYANI	256	13	1	270	206	4	0	210
WENCHI	195	0	0	195	191	0	0	191
DROBO	60	1	0	61	56	0	0	56
DOMAA AHENKRO	201	0	0	201	193	0	0	193
NKAWKAW	149	0	0	149	153	0	0	153
BEREKUM	103	0	0	103	98	0	0	98
SUB- TOTAL	964	14	1	979	897	4	0	901
Bono - East	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
TECHIMAN	323	4	0	327	322	1	0	323
ATEBUBU	113	0	0	113	108	0	0	108
KINTAMPO	197	7	0	204	201	4	0	205
KWAME DANSO	203	1	0	204	207	0	0	207

NKORANSA	109	0	0	109	90	0	0	90
SUB- TOTAL	945	12	0	957	928	5	0	933
Western	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
TAKORADI	55	11	0	66	51	12	0	63
ASAUKRANGWA	80	1	0	81	77	0	0	77
HALF ASSIN	27	0	0	27	19	0	0	19
TARKWA	45	2	0	47	42	3	0	45
AGONA NKWANTA	66	1	0	67	54	0	0	54
AXIM	25	3	0	28	25	3	0	28
DABOASE	64	1	0	65	58	0	0	58
SUB-TOTAL	362	19	0	381	326	18	0	344
North -East	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
NALERIGU	25	10	0	35	14	1	0	15
BUNKPURUGU	0	2	1	3	0	1	0	1
WALEWALE	20	0	1	21	18	0	0	18
GAMBAGA	10	0	0	10	9	0	0	9
SUB-TOTAL	55	12	2	69	41	2	0	43
Ahafo	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
BECHEM	55	0	0	55	59	1	0	60
KENYASE	194	0	0	194	109	0	0	109
GOASO	89	1	0	90	64	0	0	64
SUB-TOTAL	338	1	0	339	232	1	0	233
Oti	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
DAMBAI	31	2	0	33	26	1	0	27
JASEKAN	98	2	0	100	93	2	0	95
KADJEBI	89	0	0	89	79	0	0	79
KALEKRACHI	76	4	0	80	76	1	0	77
NKWANTA	74	1	0	75	90	1	0	91
SUB-TOTAL	368	9	0	377	364	5	0	369
Western - North	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
BIBIANI	204	0	0	204	201	0	0	201
JUABOSO	109	2	0	111	81	1	0	82
ENCHI	152	1	0	153	147	0	0	147
SEFWI WIAWSO	196	2	0	198	175	1	0	176
SEFWI ESSAM	1	0	0	1	1	0	0	1
SEFWI BODI	22	0	0	22	14	0	0	14
SUB-TOTAL	684	5	0	689	619	2	0	621
Volta	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
HO REG. OFF.	71	9	0	80	65	10	2	77
KETA	66	0	0	66	69	0	0	69
SOGAKOPE	197	2	1	200	178	2	1	181
AKATSI	231	3	2	236	232	4	1	237
ANFOEGA	8	1	0	9	5	1	0	6
KPANDO	87	1	0	88	76	1	0	77
PEKI	1	0	0	1	1	0	0	1
KETU SOUTH (DENU)	220	0	0	220	191	0	0	191
ADIDOME	81	2	0	83	64	1	0	65
HOHOE	116	2	0	118	118	5	0	123
SUB- TOTAL	1078	20	3	1101	999	24	4	1027
Eastern	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
KOFORIDUA	11	3	0	14	16	4	0	20
NKAWKAW	15	0	0	15	14	1	0	15
KADE	79	1	0	80	78	2	0	80
NEW ABIREM	85	0	0	85	84	0	0	84
BEGORO	69	1	0	70	67	0	0	67
KIBI	30	0	0	30	31	0	0	31

NSAWAM	34	0	0	34	36	0	0	36
ASAMANKESE	50	0	0	50	55	0	0	55
SUHUM	22	1	0	23	21	1	0	22
AKOSOMBO	22	0	0	22	21	0	0	21
ODA	21	0	0	21	17	0	0	17
AKROPONG	12	3	0	15	15	0	0	15
ODUMASE KROBO	31	0	0	31	29	0	0	29
DONKORKROM	31	0	0	31	31	0	0	31
SUB-TOTAL	512	9	0	521	515	8	0	523
Savannah	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
DAMANGO	13	1	0	14	12	0	0	12
BOLE	15	2	0	17	15	2	0	17
SALAGA	18	0	0	18	17	0	0	17
GONJA	1	0	0	1	0	0	0	0
SUB-TOTAL	47	3	0	50	44	2	0	46
Upper East	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
BOLGA REG. OFF.	33	12	3	48	37	11	1	49
NABDAM	1	0	0	1	0	0	0	0
ZEBILLA	34	2	0	36	30	2	0	32
BONGO	30	1	0	31	32	1	0	33
NAVRONGO	55	0	0	55	48	0	0	48
BAWKU	37	3	0	40	38	1	0	39
SANDEMA	41	1	0	42	39	0	0	39
SUB-TOTAL	231	19	3	253	224	15	1	240
Upper West	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
WA REG. OFFICE	65	18	0	83	80	21	1	102
NADOWLI	32	0	0	32	29	0	0	29
JIRAPA	57	8	2	67	47	2	1	50
LAWRA	43	0	0	43	43	0	0	43
SISSALA	15	0	0	15	15	0	0	15
LAMBASSIE	1	1	0	2	1	1	0	2
DAFFIAWA	1	0	0	1	1	0	0	1
FUNSI	1	0	0	1	0	0	0	0
SUB- TOTAL	215	27	2	244	216	24	2	242
Ashanti Region	HR	ADMIN	COR	TOTAL	HR	ADMIN	COR	TOTAL
OBUASI	151	2	0	153	142	1	0	143
KUMASI REG. OFF.	78	25	2	105	86	17	3	106
MAMPONTENG	43	4	0	47	41	2	0	43
BEKWAI	41	2	0	43	41	0	0	41
OFFINSO	259	1	0	260	252	1	0	253
MAMPONG	47	3	1	51	45	3	0	48
NEW EBUBIASE	40	0	0	40	41	0	0	41
EFFIDUASE	52	0	0	52	46	0	0	46
EJURA	56	0	0	56	56	0	0	56
KUNTANASE	158	8	6	172	131	11	3	145
MANKRANSO	47	0	0	47	47	0	0	47
NKAWIE	74	0	0	74	76	0	0	76
MANSO NKWANTA	77	0	0	77	72	0	0	72
AGONA	40	2	0	42	35	2	0	37
KONONGO	45	0	0	45	42	0	0	42
JUASO	23	0	0	23	28	0	0	28
ATWIMA	6	0	0	6	5	0	0	5
TEPA	111	1	0	112	108	1	0	109
SUB-TOTAL	1348	48	9	1405	1294	38	6	1338
GRAND-TOTAL	8412	333	40	8785	8009	287	39	8335

› Witchcraft Accusation/ Molestation	0	0	1	1	1	0	0	0	0	0	0	1	0	0	0	2	0	6
Right to Health	6	0	5	0	3	3	11	3	2	1	6	4	2	0	7	3	4	60
Right to clean and Healthy Environment	0	2	0	1	9	5	3	7	1		4	4	0	0	10	0	0	46
Right to housing/shelter	1	0	0	1	8	0	0	0	2	0	0	1	0	0	2	0	4	19
Right to Marry and found a family	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	3	5
Forced Eviction	3	8	2	4	9	0	0	1	2	1	0	0	0	0	78	3	0	111
Breach of Agreement	224	6	3	33	176	19	14 6	97	11	0	42	41	58	2	151	13	78	1110
Tenancy	69	4	2	12	22	3	56	16	11	1	32	16	0	0	127	3	3	377
Threat of Life	4	5	3	2	18	2	0	0	0	0	0	4	0	0	5	2	3	48
Labor rights	50	25	4	34	55	39	30	16	34	4	12	22	14	1	75	16	13	444
Discrimination	0	0	0	0	2	2	0	0	0	0	1	1	0	0	1	2	0	9
Stigmatization	1	0	0	0	1	3	2	0	1	0	1	0	0	0	5	1	0	15
Others	22	31	11	11	42	38	21	19	31	5	1	24	3	1	75	15	19	369
SUB-TOTAL	380	83	31	101	348	116	27 0	159	96	12	99	120	77	4	537	60	137	2630
CIVIL AND POLITICAL RIGHTS																		
Right to Personal Liberty (Harassment)	12	19	11	0	39	3	36	1	8	0	28	6	0	0	24	1	4	192
Right to Dignity (Inhuman Treatment)	5	9	7	2	59	9	4	5	9	0	3	32	0	0	4	3	14	165
Freedom of Movement	0	0	0	0	0	0	0	0	0	0	1		0	0	0	0	0	1
Right to Privacy	0	1	0	3	0	1	0	0	0	0		4	0	0	3	4		16
SUB-TOTAL	17	29	18	5	98	13	40	6	17	0	32	42	0	0	31	8	18	374
GRAND -TOTAL	964	215	231	362	1078	178	94 5	338	358	55	512	529	684	47	1348	200	368	8412

*Appendix 3: Regional Breakdowns of Nature of Administrative Justice Complaints
Received/3233253325522/2*

NATURE OF COMPLAINTS	BR	UW	U E	W R	V R	HO D	BE	AR	GR	NE R	ER	C R	WN R	SAV	ASH	N R	OTI	TOT
<u>CESSATION OF EMPLOYMENT</u>																		
Premature Retirement	1	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	3
Unlawful Termination of Appointment	0	0	1	0	0	1	0	0	0	0	0	0	0	0	3		2	7
Unlawful Dismissal	0	1	1	2	2	1	0	0	0	0	0	0	0	0	0	0	0	7
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1		0	1
SUB-TOTAL	1	1	2	3	2	2	0	0	0	0	1	0	0	0	4	0	2	18
<u>ENTITLEMENT</u>																		
Failure to pay salary	1	2	1	2	2	4	2	0	2	1	2	1	2	0	6	1	1	30
Unauthorized deductions of salaries	1	1	0	0	0	1	0	0	0	1	0	0	1	0	1	0	0	6
Failure to Pay Pension Allowances	1	0	0	0	0	3	0	0	0	1	0	0	0	0	0	0	0	5
Failure to pay End of Service Entitlement/benefit	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Failure to pay allowances	0	5	3	0	2	2	0	0	4	3	0	0	0	0	0	1	0	20
Failure to Pay Transfer Grants	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Investment Claims	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Compensation for Injury	1	1	0	0	0	0	0	0	1	0	0	0	1		0	0	0	4
SSNIT Benefit	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
SSNIT Contribution	0	0	0	1	0	0	0	0	0	1	0	0	0	0	4	0	0	6
SUB-TOTAL	6	9	4	3	4	13	2	0	7	7	2	1	4	0	11	2	1	76
<u>PROPERTY</u>																		
Arbitrary confiscation of property by State or Public Official	1	0	0	0	0	0	0	0	1	0	0	0	0	0	3	0	0	5
Destruction of property	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0	0	3
SUB-TOTAL	1	0	0	1	0	0	0	0	2	0	0	0	0	0	4	0	0	8
<u>COMPLAINT HANDLING/INVESTIGATIONS</u>																		
Failure to prosecute	0	1	0	0	0	2	0	0	0	0	0	0	1	0	1	0	0	5
Failure to act	0	0	2	0	0	11	0	0	1	1	0	1	0	0	0	0	0	16
Delay in Dispensing Justice	0	1	1	1	2	12	0	1	4	0	0	1	0	0	2	0	1	26
SUB-TOTAL	0	2	3	1	2	25	0	1	5	1	0	2	1	0	3	0	1	47
<u>OPPRESSIVENESS/ABUSE OF POWER</u>																		
Intimidation or Harassment	0	0	0	1	0	5	0	0	0	0	1	1	0	0	4	0	0	12
Assault by public officer	0	1	0	1	0	1	0	0	1	0	1		0	0	0	0	0	5
Unlawful Arrest/Detention	0	0	0	1	0	0	0	0	0	0	0	3	0	0	5	0	0	9
Abuse of Office	1	0	0	0	4	6	0	0	0	0	0	1	0	0	7	0	1	20
SUB-TOTAL	1	1	0	3	4	12	0	0	1	0	2	5	0	0	16	0	1	46
<u>SERVICE DELIVERY</u>																		
Negligence	1	1	0	0	0	3	0	0	0	0	1	1	0	1	0	0	0	8
<u>DISCIPLINE</u>																		
Suspension/Interdiction	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
<u>OTHER INJUSTICES</u>																		
Improper Withholding or seizure of documents	1	3	2	1	0	0	0	0	0	0	1	0	0	0	1	0	0	9
Denial of Promotion	0	0	0	0	0	5	1	0	1	0	0	0	0	0	2	0	0	9
Arbitrary Transfer	0	0	0	1	0	0	0	0	0	0	1	0	0	0	1	0	0	3
Discrimination	0	2	0	0	0	4	0	0	1	0	1	0	0	0	1	0	2	11
Denial of Bail	0	0	0	1	0	2	2	0	0	0	0	0	0	0	1	0	0	6
Breach of Agreement	1	0	0	0	0	4	1	0	1	0	0	0	0	0	0	0	0	7
Victimization	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Unfair Treatment	0	5	3	5	4	17	5	0	2	0	0	0	0	1	2	5	1	50
Others	2	3	5	0	4	6	1	0	0	4	0	2	0	1	2	2	1	33
SUB-TOTAL	4	13	10	8	8	39	10	0	5	4	3	2	0	2	10	7	4	129
GRAND-TOTAL	14	27	19	19	20	95	12	1	20	12	9	11	5	3	48	9	9	333

Appendix 4: Regional Breakdowns of Nature of Allegations of Corruption

ALLEGATIONS OF CORRUPTION	HQ	UW	U E	WR	VR	BR	B E	AR	GR	N E	ER	CR	WN	SAV	AS H	N R	OTI	TOT
Bribery	1	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	3
Misappropriation	3	1	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	7
Embezzlement	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Extortion	0	1	0	0	2	0	0	0	0	1	0	1	0	0	7	0	0	12
Conflict of Interest	3	0	1	0	0	0	0	0	0	0	0	0	0	0	2	0	0	6
Fraud	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	3
SUBTOTAL	9	2	3	0	3	1	0	0	0	2	0	3	0	0	9	0	0	32
WHISTLE-BLOWER																		
Disclosure of Impropriety	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8
GRAND TOTAL	17	2	3	0	3	1	0	0	0	2	0	3	0	0	9	0	0	40

Appendix 5: Respondent Bodies in Human Rights Complaints Received

RESPONDENTS BODIES	AR	WR	OTI	BRE	SR	NER	NR	ASH	WNR	UW	CR	BR	GR	UE	ER	VR	HDO	TOTAL
Associations/unions	1	0	0	0	0	1	4	5	0	0	0	4	0	3	0	5	0	23
Banks/Financial Institutions	0	1	0	1	0	3	3	5	0	1	1	2	0	2	1	8	1	29
Churches	0	0	0	0	0	0	0	0	0	0	1	2	0	0	1	1	0	5
Chieftaincy Institution	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Embassy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fuel Stations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hotels	0	1	0	0	0	0	0	1	0	0	0	0	0	0	1	2	0	5
Insurance Companies	0	1	0	1	0	0	1	0	0	2	1	1	0	0	1	1	0	9
Private Individuals	33 4	34 0	36 4	937	47	47	18 4	131 7	683	20 8	51 7	94 2	33 8	22 5	49 9	10 55	17 1	82 08
Private Schools	3	0	2	1	0	1	3	8	0	1	2	2	4	0	4	2		33
Private Companies	0	13	2	4	0	2	4	0	1	3	4	6	13	1	5	2	5	65
Private Organizations	0	0	0	0	0	0	0	4	0	0	1	0	0	0	0	0	0	5
Private Hospitals	0	0	0		0	1	0	2	0	0	0	2	1	0	0	1	0	7
Security Companies	0	6	0	1	0	0	1	6	0	0	2	2	2	0	0	1	1	22
Media	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0			1
TOTAL	33 8	36 2	36 8	945	47	55	20 0	1,34 8	684	21 5	52 9	96 4	35 8	23 1	51 2	10 78	17 8	84 12

Appendix 6: Respondent Bodies in Administrative Justice Complaints Received

RESPONDENTS BODIES	AR	WR	OT I	BE R	S R	NE R	N R	ASH	WN R	UW	C R	B R	GR	UE	ER	VR	HD O	TO T
BNI	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Birth and Death	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	2	4
Banks/Financial Institutions	0	0	0	0	0	0	0	0	0	1	1	0	1	2	0	1	2	8

Controller & Accountant General	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	2	4
COCOBOD	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	2
CHRAJ	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
Department of Social Welfare	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	1	3
DVLA	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	2
Environmental Protection Agency (EPA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Electricity Company of Ghana (ECG)	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	2	4
Electoral Commission	0	0	0	0	0	0	1	0	0	2	0	0	0	0	0	1	1	5
Forestry Commission	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
GNPC	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Ghana Water Company Limited (G.W.C.L)	0	0	0	0	0	0	0	1	0	2	0	0	0	2	0	2	1	8
Ghana Health Service	0	3	2	0	1	0	1	3	1	3	0	3	0	2	0	2	7	28
Ghana Police Service	1	4	1	2	0	2	2	17	1	6	5	1	6	4	2	3	31	88
Ghana Armed Forces	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2
Ghana Fire Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2	3
Ghana Education Service	0	1	2	2	0	1	2	9	0	1	2	1	1	1	2	1	12	38
Ghana Immigration Service	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	2
Ghana Manganese Company	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Ghana Revenue Authority	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
Ghana Broadcasting Corporation	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	2
Individual (International)	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Judicial Service	0	1	0	0	0	0	0	1	0	1	1	0	1	0	0	2	3	10
Legal Aid	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2
Labour Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Local Government Service	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
Ministry of Environment	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	2
Ministry of Finance	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
Ministry of Interior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Ministry of Information	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Ministry of Works & Housing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Ministry of Employment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Ministry of Foreign Affairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Ministry of Tourism and Creative Arts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Minerals Commission	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2
Metropolitan, Municipal and District Assemblies (MMDAs)	0	3	1	5	1	2	1	4	0	6	1	0	2	2	0	4	9	41
Metro Mass Transit	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	2	3
National Service Secretariat	0	0	0	0	0	0	0	0	0	2	0	0	3	1	0	0	0	6
National Youth Employment Programme (NYEP)	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1

National Security Council	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
NABCO	0	0	0	0	0	4	0	0	1	0	0	1	0	1	0	0	0	7
NADMO	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	1	0	3
Others	0	0	2	0	1	0	0	0	0	2	0	1	1	3	0	0	1	11
Rent Control Department	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Social Welfare	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
Security Exchange Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
SIC	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
SSNIT	0	1	0	0	0	1	0	3	0	0	0	2	0	0	0	1	3	11
Tertiary Institutions	0	0	0	0	0	0	2	1	0	1	0	0	0	0	1	0	1	6
Town and Country Planning	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Volta River Authority (VRA)	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
TOTAL	1	19	9	12	3	12	9	48	5	27	1	1	20	19	9	20	95	33

Appendix 7: Institutions of Officers to Whom Allegation of Corrupt Practices where Lodged Against

RESPONDENTS BODIES	AR	WR	OTI	BER	SR	NER	NR	ASH	WNR	UW	CR	BR	GR	UE	ER	VR	HDO	TOT
Banks	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Birth and Death Registry	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	2
CHRAJ	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Environment Health Office	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Environmental and Sanitation Department	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Forestry Commission	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Ghana Police Service	0	0	0	0	0	0	0	5	0	0	2	0	0	0	0	1	0	8
Ghana Education Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Ghana Highways Authority	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
GNPC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Ghana Health Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2
Judicial Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Land and Natural Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Legal Aid	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Ministry of Health	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Metropolitan, Municipal and District Assemblies (MMDAs)	0	0	0	0	0	0	0	0	0	1	1	0	0	1	0	1	1	5
No Respondent	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
National Youth Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Private Individuals	0	0	0	0	0	1	0	1	0	0	0	1	0	2	0	0	3	8
WAEC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
TOTAL	0	0	0	0	0	2	0	9	0	2	3	1	0	3	0	3	17	40

Appendix 8: Mode of Closure of Human Rights Complaints

	MEDIATION	DECIDED	DISCONTINUED	MANDATE	REFERRED	REFUSED	TOTAL
Right of Access to Natural Parents	133	2	56	4	7	0	202
Right to Health	2	0	1	0	1	0	4
Right to Education	100	3	33	3	2	1	142
Child Labor	0	0	1	0	0	0	1
Right to Paternity	52	2	30	2	8	0	94
Right to Maintenance (necessaries of life)	1306	8	493	12	41	0	1860
Inhuman Treatment (Right to dignity)	22	0	22	4	5	0	53
Child Trafficking	3	0	2	1	7	0	13
Right to Custody	146	2	75	40	49	1	313
Early and Forced Marriage	12	1	7	0	1	0	21
Right to Name	9	0	7	0	0	0	16
Defilement	0	0	0	6	12	0	18
SUB-TOTAL	1785	18	727	72	133	2	2737
WOMEN'S RIGHTS							
<i>Violence against Women</i>							
> Battery	90	1	49	4	10	0	154
> Emotional & Psychological	172	0	70	12	11	3	268
Sexual Harassment	22	0	4	0	2	0	28
Spousal Rights to maintenance	169	0	98	4	5	0	276
Reproductive Health Rights	215	2	86	3	13	0	319
Rape	0	0	2	2	0	0	4
SUB-TOTAL	668	3	309	25	41	3	1049
PROPERTY RIGHTS							
Right to Own Property	482	6	257	42	33	1	821
Inheritance	123	16	101	5	11	0	256
Destruction	79	1	36	8	7	0	131
Trespass/Encroachment	46	3	56	11	4	0	120
Title	2	0	6	7	2	0	17
Intestate Succession PNDCL111	44	0	23	5	3	0	75
SUB-TOTAL	776	26	479	78	60	1	1420
ECONOMIC, SOCIAL AND CULTURAL RIGHTS (ECOSOC)							
Freedom of Worship/Religion	4	0	3	0	0	0	7
Right to Work	8	2	3	2	0	0	15
<i>Harmful Cultural Practices</i>							
> Banishment	2	0	0	1	0	0	3
> Witchcraft Accusation/Molestation	2	0	1	1	2	0	6
Right to Health	39	2	8	2	4	0	55
Right to clean and Healthy Environment	20	2	7	6	6	0	41
Right to Shelter	11	0	5	2	0	0	18
Right to Marry and found a family	3	3	3	0	0	0	9
Forced Eviction	65	1	30	6	7	0	109
Breach of Agreement	698	5	212	50	36	1	1002
Tenancy/Landlord Related Abuses	177	0	79	112	7	0	375
Right to Life	3	1	9	10	22	0	45
Labour Rights	211	22	109	54	14	3	413
Discrimination	6	1	5	2	0	0	14
Stigmatization	11	0	6	1	0	0	18
Victimization	0	0	0	1	0	0	1
Others	121	8	88	115	14	0	346
SUB-TOTAL	1381	47	568	365	112	4	2477
CIVIL AND POLITICAL RIGHTS							
Right to Personal Liberty (Harassment)	92	4	46	10	6	0	158
Right to Dignity(Inhuman Treatment)	73	8	40	15	17	0	153
Freedom of Movement	1	0	0	0	0	0	1
Right to Privacy	3	0	6	2	2	1	14
SUB-TOTAL	169	12	92	27	25	1	326
GRAND-TOTAL	4,779	106	2,175	567	371	11	8,009

Appendix 9: Mode of Closure of Administrative Justice Complaints

CATEGORIES OF COMPLAINTS							
<i>CESSATION OF EMPLOYMENT</i>	MEDIATION	DECIDED	DISCONTINUED	MANDATE	REFERRED	REFUSED	TOTAL
Premature Retirement	1	2	0	0	0	0	3
Unlawful Termination of Appointment	1	4	3	1	0	0	9
Unlawful Dismissal	0	1	4	1	1	0	7
Redundancy	0	0	0	0	0	0	0
SUB-TOTAL	2	7	7	2	1	0	19
<i>ENTITLEMENT</i>							
Failure to pay salary	11	3	15	3	3	0	35
Unauthorized deductions of salaries	3	0	2	1	0	0	6
Failure to Pay Pension Allowances	1	2	2	1	0	0	6
Failure to pay End of Service Entitlement/benefit	1	0	0	0	0	0	1
Failure to pay allowances	3	0	5	0	2	0	10
Failure to Pay Transfer Grants	0	0	0	0	0	0	0
Investment Claims	0	0	0	1	0	0	1
Compensation for injury	0	0	1	1	0	0	2
SSNIT Benefit	0	0	3	0	0	0	3
SSNIT Contribution	0	1	4	0	1	0	6
SUB-TOTAL	19	6	32	7	6	0	70
<i>PROPERTY</i>							
Arbitrary confiscation of property by State or Public Official	1	0	0	0	0	0	1
Destruction of property	0	0	1	0	1	0	2
SUB-TOTAL	1	0	1	0	1	0	3
<i>COMPLAINT HANDLING/INVESTIGATIONS</i>							
Failure to prosecute	3	1	1	1	0	0	6
Failure to act	2	2	4	8	1	0	17
Delay in Dispensing Justice	5	3	2	6	0	0	16
SUB-TOTAL	10	6	7	15	1	0	39
<i>OPPRESSIVENESS/ABUSE OF POWER</i>							
Intimidation or Harassment	2	3	1	2	0	0	8
Assault by public officer	0	3	2	0	0	0	5
Unlawful Arrest/Detention	0	2	3	1	0	0	6
Abuse of Office	3	9	10	2	3	0	27
SUB-TOTAL	5	17	16	5	3	0	46
<i>SERVICE DELIVERY</i>							
Negligence	0	0	1	0	0	0	1
<i>OTHER INJUSTICES</i>							
Improper Withholding or seizure of documents	2	2	2	0	0	0	6
Denial of Promotion	1	2	1	1	0	0	5
Arbitrary Transfer	0	0	2	0	0	1	3
Discrimination	1	2	1	0	1	0	5
Denial of Bail	2	0	2	1	0	0	5
Breach of Agreement	1	0	1	4	0	0	6
Refusal to Pay Medical Bills	1	0	0	1	0	0	2
Unfair Treatment	9	10	9	11	1	0	40
Others	8	6	11	11	1	0	37
SUB-TOTAL	25	22	29	29	3	1	109
GRAND-TOTAL	62	58	93	58	15	1	287

Appendix 10: Mode of Closure of Corruption Cases

NATURE OF ALLEGATIONS	MODE OF CLOSURE			
	DECIDED	LACK OF MANDATE	REFERRED	TOTAL
Bribery	0	0	0	0
Misappropriation	2	0	0	2
Embezzlement	2	0	0	2
Extortion	8	0	0	8
Conflict of Interest	1	0	2	3
Fraud	0	0	0	0
Failure to Declare Assets	24	0	0	24
TOTAL	37	0	2	39

Appendix 11: Sex Distribution of Complainants in Human Rights Complaints

NATURE OF ABUSES	MALE	FEMALE	TOTAL
CHILDREN'S RIGHTS			
Right of Access to Natural Parents	126	89	215
Right to Health	2	3	5
Right to Education	79	67	146
Child labour	1	2	3
Right to Paternity	48	38	86
Right to Maintenance (necessaries of life)	224	1690	1914
Inhuman Treatment(maltreatment	16	25	41
Child Trafficking/Abduction	6	9	15
Child Custody	175	135	310
Early and Forced Marriage	7	15	22
Right to Name	1	15	16
Defilement	6	12	18
SUB-TOTAL	691	2100	2791
WOMEN'S RIGHTS	MALE	FEMALE	
<i>Violence against Women</i>			
› Battery	38	123	161
› Emotional & Psychological	47	235	282
Sexual Harassment	2	5	7
Spousal Rights to maintenance	38	229	267
Reproductive Health Rights	73	269	342
Rape	0	4	4
SUB-TOTAL	198	865	1063
PROPERTY RIGHTS	MALE	FEMALE	
Access to Property	401	502	903
Inheritance	119	138	257
Destruction	95	44	139
Trespass/Encroachment	85	53	138
Title	18	6	24
Right to own Property (Intestate Succession PNDCL111)	31	62	93
SUB-TOTAL	749	805	1554

<i>ECONOMIC, SOCIAL AND CULTURAL RIGHTS (ECOSOC)</i>	<u>MALE</u>	<u>FEMALE</u>	
Freedom of Worship/Religion	0	2	2
Right to Work	4	10	14
Harmful Cultural Practices			
› Banishment	4	1	5
› Witchcraft Accusation/Molestation	2	4	6
Right to Health	14	46	60
Right to clean and Healthy Environment	26	20	46
Right to housing/shelter	8	11	19
Right to marry and found a family	2	3	5
Forced Eviction	64	47	111
Breach of Agreement	675	425	1100
Tenancy/Landlord related Abuses	220	157	377
Right to Life	27	21	48
Labour Rights	337	107	444
Discrimination	3	6	9
Stigmatisation	6	9	15
Others	200	169	369
SUB-TOTAL	1592	1038	2630
<i>CIVIL AND POLITICAL RIGHTS</i>	<u>MALE</u>	<u>FEMALE</u>	
Right to Personal Liberty (Harassment)	97	95	192
Right to Dignity (Inhuman Treatment)	74	91	165
Freedom of Association	1	0	1
Right to Privacy	6	10	16
SUB-TOTAL	178	196	374
GRAND-TOTAL	3408	5004	8412

Appendix 12: Sex Distribution of Complainants in Administrative Justice Complaints

NATURE OF INJUSTICE	MALE	FEMALE	TOTAL
<i>CESSATION OF EMPLOYMENT</i>			
Premature Retirement	2	1	3
Unlawful Termination of Appointment	5	2	7
Unlawful Dismissal	5	2	7
Redundancy	1	0	1
SUB TOTAL	13	5	18
<i>ENTITLEMENT</i>	<u>MALE</u>	<u>FEMALE</u>	
Failure to pay salary	24	6	30
Unauthorized deductions of salaries	5	1	6
Failure to Pay Pension Allowances	5	0	5
Failure to pay End of Service Entitlement	1	0	1
Failure to pay allowances	19	1	20
Failure to Pay Transfer Grants	1	0	1

Investment Claims	1	0	1
Compensation Injury	4	0	4
Failure to Pay SSNIT Benefit	1	1	2
Failure to Pay SSNIT contribution	5	1	6
SUB-TOTAL	66	10	76
PROPERTY	MALE	FEMALE	
Arbitrary confiscation of property by State or Public Official	4	1	5
Destruction of property	3	0	3
SUB-TOTAL	7	1	8
COMPLAINT HANDLING/INVESTIGATIONS	MALE	FEMALE	
Failure to prosecute	3	2	5
Failure to Act	12	4	16
Delay in Dispensing Justice	21	5	26
SUB TOTAL	36	11	47
OPPRESSIVENESS/ABUSE OF POWER	MALE	FEMALE	
Intimidation or Harassment	11	1	12
Assault by Public Officer	4	1	5
Unlawful Arrest/Detention	8	1	9
Abuse of Office	18	2	20
SUB TOTAL	40	5	46
SERVICE DELIVERY	MALE	FEMALE	
Negligence	5	3	8
DISCIPLINE	MALE	FEMALE	
Suspension/Interdiction	1	0	1
OTHERS INJUSTICES	MALE	FEMALE	
Improper Withholding or seizure of documents	6	3	9
Denial of Promotion	7	2	9
Arbitrary Transfer	2	1	3
Discrimination	8	3	11
Denial of Bail	4	2	6
Breach of Agreement	6	1	7
Victimization	0	1	1
Unfair Treatment	45	5	50
Others	30	3	33
SUB-TOTAL	108	21	129
GRAND-TOTAL	277	56	333

Appendix 13: Sex Distribution of Complainants in Corruption Complaints

	MALE	FEMALE	TOTAL
Bribery	2	1	3
Misappropriation of funds	6	1	7
Embezzlement	1	0	1
Extortion	10	2	12
Conflict of Interest	6	0	6
Fraud	3	0	3
Failure to declare assets	0	0	0
SUB-TOTAL	28	4	32
WHISTLE-BLOWER	MALE	FEMALE	
Disclosure of Impropriety	8	0	8
GRAND-TOTAL	36	4	40

Appendix 14: Regional Distribution of Public Education Activities

REGIONS	HUMAN RIGHTS	ADMIN JUSTICE	ANTI-CORRUPTION	TOTALS
Greater Accra	328	57	106	491
Eastern	350	43	78	471
Volta	238	113	135	486
Oti	369	99	129	597
Ashanti	999	442	517	1958
Brong Ahafo	92	2	13	107
Bono East	165	57	38	260
Bono	168	57	68	293
Central	228	52	60	340
Western	318	71	78	467
Western North	175	55	45	275
Northern	313	54	73	440
North East	259	71	109	439
Savannah	209	83	93	385
Upper East	497	124	161	782
Upper West	688	136	113	937
TOTALS	5,396	1,516	1,816	8,728

Appendix 15: Organogram

