

IMPLEMENTATION OF GHANA'S NATIONAL ANTI-CORRUPTION ACTION PLAN (NACAP) 2015-2024

ANNUAL PROGRESS REPORT
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ACKNOWLEDGEMENT

This Report is a product of the Commission on Human Rights and Administrative Justice (CHRAJ) and its partner institutions under the National Anti-Corruption Action Plan (NACAP) [High Level Implementation Committee (HiLIC) and Monitoring and Evaluation Committee (MONICOM)]. The Report has been compiled in line with the reporting obligations under NACAP.

The report shows that implementation of the NACAP continued to improve in 2018, albeit not at the rate expected. It also showed participation by all three main sectors of the Society (Public, Private and Civil Society).

I commend all the stakeholders who implemented activities under the NACAP and submitted reports to CHRAJ. Their efforts have contributed to the national effort to reduce corruption and laying a strong foundation for bringing corruption under control. I would also like to acknowledge the contribution of those who implemented activities under NACAP, but failed or could not submit reports through the NACAP Online Reporting Dashboard (NACORD).

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Richard Quayson
Deputy Commissioner, CHRAJ, and Chair of MONICOM

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III. ACRONYMS AND ABBREVIATIONS

ACAs	Anti-Corruption Agencies
AG	Attorney-General
ALAC	Advocacy and Legal Advice Centre
APR	Annual Progress Report
ARAP	Accountability, Rule of Law and Anti-Corruption Programme
AU	African Union
AUCPCC	African Union Convention on Preventing and Combating Corruption
AuG	Auditor General
AWP	Annual Work Plan
BoG	Bank of Ghana
CAGD	Controller and Accountant-General's Department
CCTV	Closed Circuit Television
CDD	Centre for Democratic Development
CEOs	Chief Executive Officers
CHRAJ	Commission on Human Rights and Administrative Justice
COPIO	Centre of Posterity Interest Organization
CPP	Convention People's Party
CSC	Client Service Charter
CSN	Creative Storm Networks
CSOs	Civil Society Organisations
DA	District Assembly
EFCC	Economic and Financial Crimes Commission
EITI	Extractives Industry Transparency Initiative
EOCO	Economic and Organised Crime Office
ETCs	Entity Tender Committees
FBI	Federal Bureau of Investigation
FBOs	Faith- Based Organisations
FDA	Foods and Drugs Authority
GACC	Ghana Anti-Coalition Coalition
GCNeT	Ghana Community Network Services Ltd
GHEITI	Ghana Extractive Industry Transparency Initiative
GIABA	Inter-Governmental Action Task Force Against Money Laundering
GIFEC	Ghana Infrastructure Fund for Electronic Communication
GII	Ghana Integrity Initiative
GNAS	Ghana National Ambulance Service
GPW	Ghana Police Watch
HiLIC	High Level Implementation Committee
IAA	Internal Audit Agency

IPs	Implementing Partners
LEKMA	Ledzokuku Krowor Municipal Assembly
M&E	Monitoring and Evaluation
MC	Minerals Commission
MDAs	Ministries, Departments and Agencies
MMDAs	Metropolitan, Municipal and District Assemblies
MGCSP	Ministry of Gender, Children and Social Protection
MLNR	Ministry of Lands and Natural Resources
MoA	Ministry of Aviation
MoE	Ministry of Energy
MoF	Ministry of Finance
MONICOM	Monitoring Committee
MoT	Ministry of Transport
MOU	Memorandum of Understanding
MWH	Ministry of Works and Housing
NACAP	National Anti-Corruption Action Plan
NACoRD	National Anti-Corruption Reporting Dashboard
NCCE	National Commission for Civic Education
NDC	National Democratic Congress
NGOs	Non-Governmental Organisation
NISU	NACAP Implementation Support Unit
OHCS	Office of the Head of Civil Service
OHLGS	Office of the Head of Local Government Service
OoP	Office of the President
OPSI	Other Public Service Institutions
OSP	Office of the Special Prosecutor
PFM	Public Financial Management
PNC	Peoples National Convention
PSC	Public Service Commission
RCCs	Regional Coordinating Councils
RTI	Right to Information
SACL	Self-Assessment Checklist
SACs	Social Accountability Club
SO	Strategic Objective
SSNIT	Social Security and National Insurance Trust
STAAC-Ghana	Strengthening Action Against Corruption- Ghana
STAR-Ghana	Strengthening Transparency Accountability and Responsiveness - Ghana
UNCAC	United Nations Convention Against Corruption
UNODC	United Nations Office on Drugs and Crime
WACSI	West Africa Civil Society Institute
WB	Whistleblowing
WP	Witness Protection

IV. EXECUTIVE SUMMARY

Introduction and Background

This is the fourth report on the implementation of National Anti-Corruption Action Plan (NACAP) adopted in 2014 to address corruption in Ghana. The report has been compiled from information provided by a total of 182 Implementing Partners (IPs). Of these 169 IPs used the newly introduced National Anti-Corruption Reporting Dashboard (NACoRD), an online tool whereas 13 submitted hard copy reports.

Prior to implementation of the 2018 NACAP Annual Work Plan (AWP), Commission on Human Rights and Administrative Justice (CHRAJ), the coordinating institution, undertook a number of activities in order to deal with challenges associated with reporting by IPs, including disaggregating the roles for IPs by cluster, and disseminating the 2018 NACAP AWP via email and direct delivery to IPs, and launching the NACoRD and training IPs on how to use it for reporting on 2018 activities. CHRAJ also extended the deadline for reporting by 10 days.

The report highlights progress of implementation of the activities prioritised for the period 1 January to 31 December 2018. It also presents the challenges encountered as well as recommendations to address the challenges. The report is organised into five sections. In addition to the “Introduction and Background”, and “Preparatory Activities”, which form sections 1 and 2 respectively, “Implementation of 2018 AWP”, “Progress and Challenges of Implementation” are presented in Sections 3 and 4, respectively. Section 5 deals with “Conclusions and Outlook for 2019”.

Implementation of 2018 AWP

The AWP for 2018 is made up of 84 broad activities, 132 specific activities, and 171 indicators, grouped under General Roles, and four strategic objectives. These are composed as follows:

1. General Roles:- Broad Activities 2, Specific Activities 9, and Indicators 14;
2. Strategic Objective 1:- Broad Activities 22, Specific Activities 50 and Indicators 58;
3. Strategic Objective 2:- Broad Activities 26, Specific Activities 43 and Indicators 47;
4. Strategic Objective 3:- Broad Activities 14, Specific Activities 16 and Indicators 18;
5. Strategic Objective 4:- Broad Activities 20; Specific Activities 34 and Indicators 34.

The number of lead IPs reporting on strategic objective 1, 2, 3 and 4 were 17, 31, 11 and 7 respectively.

1. General Roles

- a) One hundred and eighty two institutions and organisation undertook various measures to either prevent or address corruption. These include Office of the President (OoP), 47 Ministries, Departments and Agencies (MDAs), 122 Metropolitan, Municipal and District Assemblies (MMDAs), 5 Other Public Sector Institutions (OPSIs), and 7 Civil Society Organisations (CSOs). Although less than half of the MMDAs reported the number is still a great increase, from 11 in 2017 to 122 in 2018.
- b) One hundred and twenty one reporting MMDAs indicated having budgeted for implementation of NACAP.
- c) Eighty three IPs reported having organised sensitisation programmes for their staff using staff durbars, management meetings, induction training, and workshops.
- d) Out of the 182 IPs that reported on NACAP, 117 reported that they had taken steps to establish safe reporting mechanisms at their workplaces.
- e) Sixty-eight IPs reported having received 187 complaints relating to corruption and various forms of misconduct at the workplace. Of the 187 complaints received, 113 were investigated leading to seven persons being sanctioned with reprimand, dismissal, refund of moneys or interdiction.
- f) Seventy IPs reported having developed and publicised sexual harassment policies to their staff through various methods, including staff durbars, corporate portal/intranet, and circulation of handbooks and manuals.
- g) On measures to prevent abuse or misuse of official time (Lateness, absenteeism and moonlighting), 150 IPs reported having installed electronic clocking devices, employee absence reporting systems, and Closed Circuit Television (CCTV) cameras, among others.

2. Strategic Objective 1

- a) A total of 81 IPs organised over 25,190 public education and awareness programmes as compared to 2,581 education programmes by 18 IPs in 2017. Out of the 25,190 programmes, the National Commission for Civic Education (NCCE) and CHRAJ accounted for 24,097 public education programmes organised for the general public nationwide. Ghana Anti-Coalition Coalition (GACC) also printed over 5000 stickers and 600 anti-corruption materials for distribution.
- b) On measures to depoliticise corruption and crime, the Office of the Attorney-General reported having engaged three political parties (NPP, NDC and CPP) on the subject.
- c) Fifty-two IPs reported putting in place mechanisms for confidential and safe reporting.
- d) Three IPs created awareness on the Public Procurement processes whereas the Ministry of Finance (MoF) sensitised eight national as well as local governance institutions on public financial management law.
- e) Fifteen IPs reported instituting Integrity Awards in their various institutions.

3. Strategic Objective 2

- a) All the 173 IPs reported on Strategic Objective 2, compared to 11 in 2017.
- b) The MoF reported rolling out training to all the 67 Domestic Tax Revenue Division offices on the Total Revenue Integrated Processing System (tripsTM) by the close of 2018. The Ministry of Environment, Science, Technology and Innovation in consultation with the Public Procurement Agency (PPA) organized a training program on procurement rules and regulations for staff at which five (5) Entity Tender Committees were trained.
- c) Forty-five Ethics Desks were established and 35 Ethics Officers trained in 2018.

4. Strategic Objective 3

- a) On strengthening capacity of CSOs to monitor and evaluate public revenue and expenditure, five CSOs, namely Center for Posterity Interest Organization (COPIO), Strengthening Transparency Accountability and Responsiveness - Ghana (STAR-Ghana), GACC, Ghana Integrity Initiative (GII) and Creative Storm Networks (CSN) submitted reports on the implementation of this activity. COPIO also reported organising four training programmes on monitoring and evaluation of public financial management for selected CSOs.
- b) STAR-Ghana reported having trained 60 CSOs on anti-corruption, in collaboration with West Africa Civil Society Institute (WACSI). GACC reported organizing a training workshop for local CSOs on monitoring physical projects in their respective districts, whilst GII reported training citizen groups in six districts on monitoring audit recommendation implementation by MMDAs within the same period.
- c. The Right to Information (RTI) Bill was still pending before Parliament at the end of the reporting period.

5. Strategic Objective 4

- a) In relation to implementation of the United Nations Convention against Corruption (UNCAC) and other international instruments on corruption:
 - i. A workshop on the follow-up on the recommendations of the UNCAC 1st Cycle review was organised with funding from the UNODC.
 - ii. CHRAJ organised a series of meetings for members of the UNCAC Review Steering Committee on the Review of UNCAC, on the completion and submission of the Self-Assessment Checklist (SACL) for the 2nd cycle review to the Secretariat of UNCAC, and the United Nations Office on Drugs and Crime (UNODC)
 - iii. Experts from CHRAJ and the Office of the Attorney General conducted a desk review of the SACL submitted by Algeria.

- b) The GII used their social media pages to disseminate information on anti-corruption activities to increase public engagement through short documentaries, pictures, Facebook live sessions and twitter with more than 2,493 and 217 likes respectively.
- c) The GACC designed and implemented a social media campaign programme to educate citizens about the Office of the Special Prosecutor, during which an estimated 30,000 people were reached by the campaign and an estimated 1,956 engaged people with a social media post.
- d) The Witness Protection Act, 2018 (Act 975) was enacted in the reporting year.

6. Progress Made

- a) Increase in the number of stakeholders implementing NACAP, with IPs reporting on NACAP implementation increasing from 19 in 2015 to 182 in 2018.
- b) Implementation at the local government level (MMDAs) increased exponentially, from 11 in 2017 to 122 in 2018.
- c) Appreciable increase in civil society participation from three in 2017 to seven in 2018.
- d) Roadmap approved for implementation of the recommendations of the UNCAC 1st Cycle review.
- e) NACoRD was completed and over 322 focal persons of IPs were trained.
- f) The Witness Protection Act, 2018 (Act 975) was enacted in the reporting year.
- g) NACAP continued to make significant contribution to the implementation and the realisation of the objectives of UNCAC and the African Union Convention on Preventing and Combating Corruption (AUCPCC)

7. Key Challenges

- a) Low patronage of and demonstration of commitment to implementation of NACAP, despite the increase in IPs implementing and reporting.
- b) Apparent disinterest in the NACAP from top management in some targeted institutions.
- c) Low reporting on NACAP.
 - i. Some IPs were unable to submit their reports through the NACoRD before the end of the Reporting Cycle on 11 April 2019. About 51 IPs who had draft reports in the NACoRD on the activities they had implemented in the reporting year, failed to submit their reports at end of the Reporting Cycle. As a result, those draft reports could not form part of this Annual Progress Report.
 - ii. Some of the reports received from IPs were not responsive. Some IPs reported on activities that were not intended, whilst some failed to provide the information required from them.
- d) Inadequate funding for NACAP activities

8. Recommendations

- a) Enact the RTI Bill
- b) Enact the Conduct of Public Officers' Bill
- c) Enact the Whistleblower (Amendment) Bill
- d) Implement the NRA and UNCAC 1st Cycle Review recommendations
- e) CHRAJ, Monitoring Committee (MONICOM) and High Level Implementation Committee (HiLIC) should ensure that the short and medium term activities not yet implemented are reflected in the 2020 work plan for implementation by IPs
- f) CHRAJ should continue with the training of IPs on the NACoRD to address reporting challenges encountered in the use of NACoRD and improve level of reporting by IPs.
- g) Star-Ghana should take measures to ensure that those institutions and CSOs that received funding for the implementation of NACAP, report as required

SECTION ONE: INTRODUCTION AND BACKGROUND

1.0. Introduction

This is the fourth report on the implementation of National Anti-Corruption Action Plan (NACAP), adopted to address corruption in Ghana. The report is part of the responsibility assigned to CHRAJ under the NACAP to coordinate the implementation, and monitor progress of implementation in collaboration with the National Development Planning Commission (NDPC) and the MONICOM.

The report has been compiled from information provided by a total of 182 Implementing Partners (IPs). Of these 169 IPs used the newly introduced National Anti-Corruption Reporting Dashboard (NACoRD), an online tool whereas 13 submitted hard copy reports. The report highlights progress with the implementation of prioritised activities Four Sections for implementation the period of 1 January to 31 December 2018. It also presents the challenges encountered and recommendations for addressing them.

The report is in five sections. The first session deals with Introduction and Background. The second section sets out the 2018 Work Plan and the preparations made to enhance implementation by stakeholders/IPs. The third section presents a discussion on the status of implementation and the fourth section provides progress and challenges of Implementation, while the fifth section provides the conclusions and outlook for 2019.

1.1. Background

Globally there is consensus on the need to prevent and fight corruption due to its devastating impact on human rights and sustainable development. Governance experts as well as international conventions advocate for a collective national agenda in addressing the canker. Corruption affects every sector of the economy, hence the need for collective ownership of anti-corruption efforts, and demonstrable commitment of all relevant stakeholders.

In this regard, the National Anti-Corruption Action Plan (NACAP) is Ghana's strategic response to corruption. Adopted by Parliament in 2014, NACAP was subsequently operationalised in 2015. NACAP provides the scope for the collective fight against the canker on a sustainable basis. It spans a ten year period (i.e. 2015-2024) and it seeks to mobilize stakeholder efforts and resources aimed at holistically addressing corruption.

In addition, NACAP espouses critical roles for all relevant stakeholders including government, public and private sector organisations, as well as CSOs. Further, NACAP seeks to advocate and promote high integrity and ethical systems and practices, professional standards, as well as the effective enforcement of anti-corruption laws. NACAP is premised on the three-prong approach namely Prevention, Education, and Enforcement.

NACAP has four strategic objectives, namely:

1. To build public capacity to condemn and fight corruption and to make corruption a high-risk, low-gain activity;
2. To institutionalize efficiency, accountability and transparency in the public, private and not-for-profit sectors;
3. To engage individuals, media and CSOs in reporting and combating corruption; and
4. To conduct effective investigations and prosecution of corrupt conduct.

Currently, NACAP is in its fourth year of implementation and to ensure effective and efficient delivery of the plan, NACAP has in place an implementation structure comprising:

- a) The High Level Implementation Committee (HiLIC) – chaired by the Chief of Staff at the Office of the President, with CHRAJ as the vice chair. This committee is the highest decision making body in the NACAP implementation structure. It provides leadership and strategic direction, and assists CHRAJ with coordination of implementation of NACAP at the highest level. HiLIC is made up of 25 members with representation from public, private, and civil society sectors. (See Appendix A for list of HiLIC members).
- b) MONICOM is basically responsible for tracking the status of implementation of NACAP; assessing the effectiveness of implementation strategies; and proffering technical advice to achieve planned activities, as outlined in respective AWP. It is made up of CHRAJ, NDPC, PSC, SEC, PEF and GACC.
- c) NACAP Implementation Support Unit (NISU) – hosted by CHRAJ, serves as the secretariat for coordinating all NACAP related activities including those implemented by relevant stakeholders. It also provides administrative and technical support to the HiLIC, the MONICOM as well as the respective Implementing Partners (IPs).
- d) Implementing Partners (IPs) – comprise all relevant stakeholders whose efforts and activities are very critical for the effective implementation of NACAP activities. IPs are expected to mainstream NACAP activities into their operations and report on same.

Implementing Partners could either be Lead or Collaborating Implementing Partner. The “Lead Implementing Partners” have the primary responsibility to undertake the specific activities, and are thus primarily responsible for the success or failure of those programmes. The “Collaborating Implementing Partners” refers to stakeholders who are either beneficiaries or are directly impacted by the implementation of the said activity, or who are in the position to implement those activities. They may or may not have been specifically mentioned in the NACAP document.

Each year, CHRAJ, in collaboration with the MONICOM and the HiLIC, prepare Annual Work Plans (AWPs) which seek to prioritise activities for the year, under the four strategic objectives of NACAP. In addition, the AWP captures indicators against which the state of implementation of specific activities is assessed. For the 2018 Reporting Year, 84 Broad Activities, 152 Specific Activities, and 171 Indicators were captured in the AWP.

SECTION TWO: PREPARATORY ACTIVITIES AND 2018 AWP

2.1. Preparatory Activities to Enhance Reporting

Since 2015, over the course of implementation of NACAP, inaccurate reporting and low stakeholder participation in the implementation of NACAP, among others, have been perennial challenges. Nineteen IPs out of 43 targeted reported in 2015, followed by 56 IPs out of expected 325 reporting in 2016. In 2017, 87 out of 397 IPs reported. It was therefore recommended in 2017 that:

- a) CHRAJ should increase measures to raise awareness of NACAP in particular and corruption in general;
- b) CHRAJ should complete the NACAP Communication Strategy by close of 2018; and
- c) The NACoRD that was being developed should be ready by end of 2018.

To mitigate the challenges of the previous years, CHRAJ undertook a number of activities in the period, including disaggregating the roles for IPs by cluster, disseminating the AWP via email and direct delivery to IPs, launching the NACoRD, and training IPs on how to use the NACoRD for reporting on the 2018 implementation.

2.2. Preparation of AWP

The 2018 Annual Work Plan (AWP) was prepared with 84 Broad Activities, 152 Specific Activities and 171 Indicators, as shown in Table 1.

Table 1: Summary of 2018 NACAP AWP Activities and Indicators

S/No.	Strategic Objectives	No. of Broad Activities	No. of Specific Activities	No. Specific Indicators
1	General roles	2	9	14
2	Build public capacity to condemn and fight corruption and make it a high risk, low gain activity	22	50	58
3	Institutionalise efficiency, accountability and transparency in public and private service	26	43	47
4	Engage individuals, media, and CSOs in reporting and combating corruption	14	16	18
5	Conduct effective investigations and prosecution for corrupt conduct	20	34	34
Total		84	152	171

IP roles were disaggregated according to clusters for purposes of reporting. The clusters for 2018 are:

- Office of the President
- Parliament of Ghana
- Judicial Service
- Ministries, Department and Agencies;
- Metropolitan, Municipal and District Assemblies;
- Other Public Sector Institutions (OPSI);
- Private Sector
- Civil Society Organisations, and
- Media

CHRAJ submitted the AWP to IPs via email and direct delivery. The AWP and Reporting Tool were made available on CHRAJ's website (www.chrajghana.com) for IPs to access.

At the end of 2018, a total of 182 IPs reported on the implementation of NACAP (Table 2).

Table 2: Number of IPs Reporting by Cluster

S/No.	IP Cluster(s)	Number Reporting		Difference
		2017	2018	2017-2018
1	Office of the President (OoP)	1	1	0
2	Parliament of Ghana	1	-	-1
3	Judicial Service	1	-	-1
4	MDAs	59	47	-12
5	MMDAs	11	122	111
6	Other Public Sector Institutions	10	5	-5
7	Private sector	1	-	-1
8	Civil Society Organisations	3	7	4
9	Media	-	-	-
Total		87	182	95

Reporting by IPs declined across clusters except for MMDAs and CSOs which had 111 and 4 more respectively in 2018 than 2017. The Office of the President has consistently reported since 2015. Two key lead IPs, Parliament and the Judicial Service, failed to report in 2018; and so did the private sector. No IP has yet reported from the Media category.

2.3. Training of IPs on the NACoRD

CHRAJ completed the development of the National Anti-Corruption Reporting Dashboard (NACoRD), and registered 533 IPs with pre-assigned usernames. The NACoRD also makes it possible for any IP not registered to apply to CHRAJ through the NACoRD platform to be registered and given access to use the NACoRD to report.

The NACoRD was officially launched on 10 December 2018 by the Vice President of the Republic. In December 2018, CHRAJ organised an initial training programme for over 60 focal persons of MDAs on the NACoRD. This was before the NACoRD was officially launched.

Between January and March 2019, as part of activities to roll out NACoRD, CHRAJ went round all the ten regional capitals to train focal persons of all MMDAs and CSOs, who responded to the invitation, on the NACoRD and the Monitoring and Evaluation (M&E) Framework for reporting on NACAP. CHRAJ also organised five training sessions for focal persons of MDAs and CSOs in Accra.

During the training, participants received unique usernames for logging unto the NACoRD for purposes of reporting. There were also practical exercises on how to use the NACoRD for reporting. Participants were also reminded of the closing date for the 2018 reporting cycle (29 March 2019), and that reports must be submitted on or before the close of 29 March 2019. Subsequently, CHRAJ extended by one week for the benefit of focal persons from 60 MDAs and

5 CSOs who were trained one week before the closure of the reporting cycle, to give them more time to prepare their reports; and subsequently 11 April 2109 for the IPs who had their report in draft in the NACoRD to complete the process. Thus, instead of 29 March when the reporting cycle should have closed, it rather closed on 11 April 2019. At the end of the reporting cycle, a total of 169 IPs had submitted reports using the NACoRD whereas a 13 IPs submitted hard copies.

In all, CHRAJ trained 322 focal persons of IPs between 4 December 2018 and 22 March 2019. Thus, of the 533 IPs captured in the NACoRD, 322 participated in the training on the NACoRD out of which 169 reported. (See Table 3)

Table 3: Number of Schedule Officers Trained and Number of IPs Reporting using NACoRD

Implementing Partners (IPs)	Number Trained	Number Reporting using NACoRD	% of Trained IPs Reporting
OoP	1	1	100.0
MDAs	60	36	60.0
MMDAs	240	120	50.0
Other Public Sector Institutions (OPSIs)	10	5	50.0
Civil Society	11	7	63.6
Media	-	-	-
Total	322	169	52.5

On average, a little over 52% of the IPs trained reported on the NACoRD.

IPs reporting continued to increase in the reporting year (from 19 in 2015 to 182 in 2018) as has the number of IPs targeted, (from 43 in 2015 to 533 in 2019). Yet many more institutions have been targeted under NACAP than have responded through their reporting. Between the first and second years of NACAP, the targeted IPs increased to about seven and a half times of the 2015 number while the IPs reporting was just about three times. IPs that reported for 2018 was about twice that of 2017, but the gap between the targeted IPs and those reporting has increased. (See Fig. 1).

Figure 1: Number of IPs Targeted and Number Reporting (2015-2018)

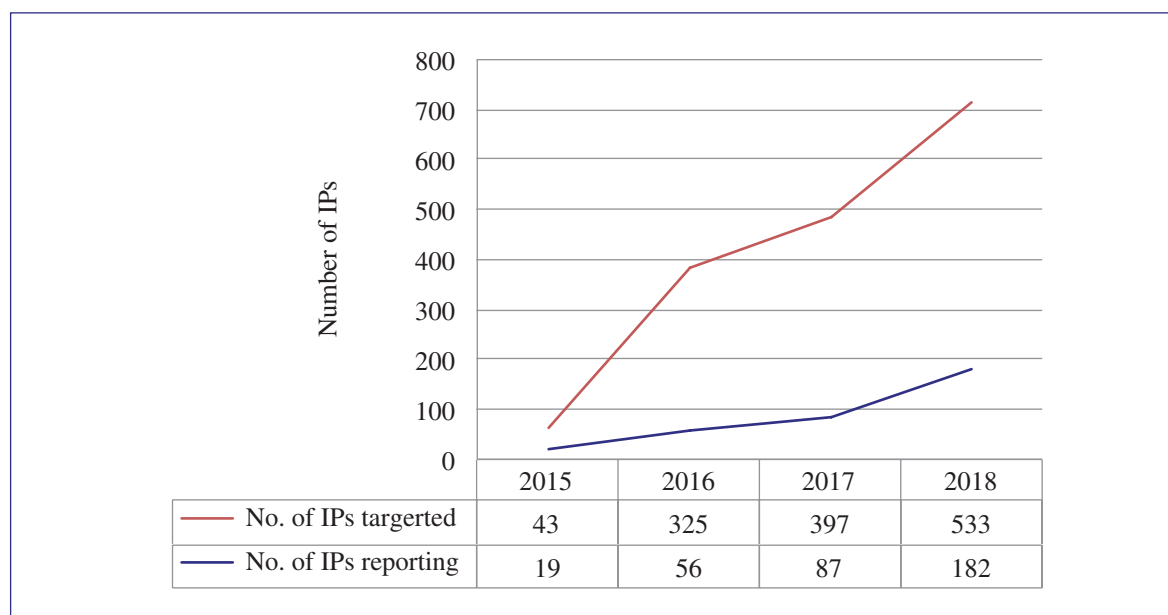


Table 4: Trend of IPs Reporting by Clusters

S/No.	IP Cluster	2015	2016	2017	2018
1	Parliament of Ghana	1	1	1	-
2	Judicial Service	1	1	1	
2	OoP	1	1	1	1
3	MDAs	8	27	59	47
4	MMDAs	-	4	11	122
5	Other Public Sector Institutions	4	18	10	5
6	Private Sector Institutions	1	1	1	-
7	Civil Society Organisations	3	3	3	7
8	Media	-	-	-	-
Total		19	56	87	182

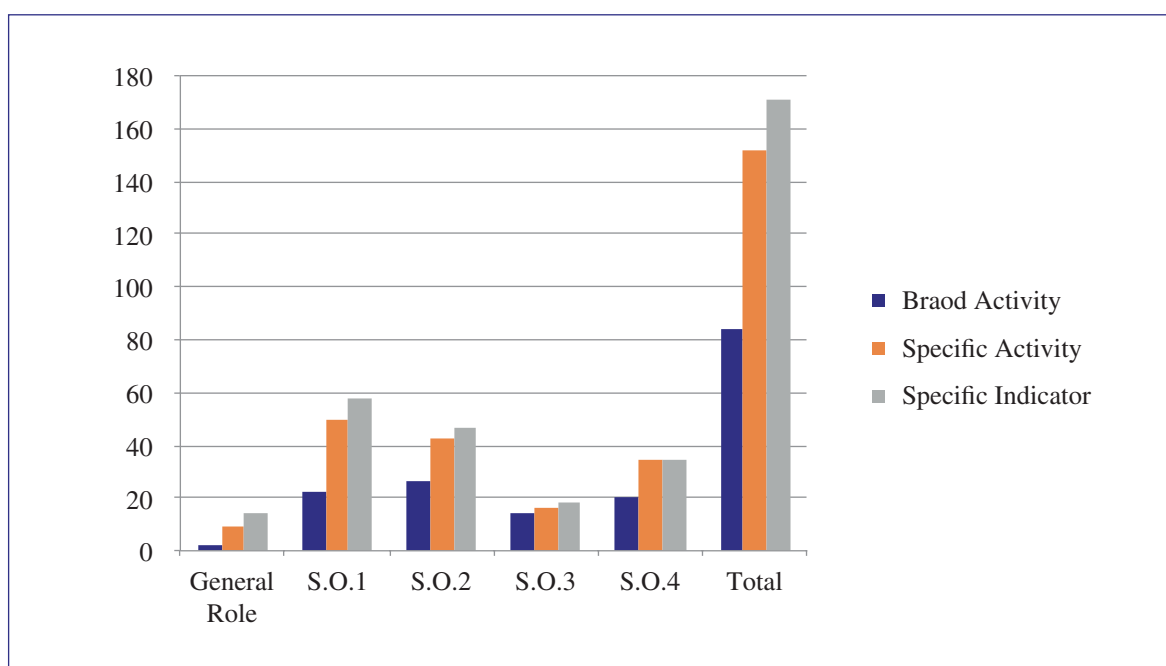
Over the period, the total number of IPs reporting increased continually overall, and from 2015 to 2017, MDAs and other public sector institutions, formed a majority of IPs who reported. Reporting by MDAs, which showed consistent increase over the period however slackened in 2018. The number of CSOs reporting between 2015 and 2017 was constant. However in 2018, the number that reported was more than double the number reporting in 2017.

The MMDA cluster reporting is beginning to reflect their numbers among the targeted and the trained. At 122 IPs reporting in 2018, MMDAs constitute the highest number of IPs reporting among the clusters. They also constitute the biggest cluster trained on the NACoRD.

SECTION THREE: IMPLEMENTATION OF 2018 AWP

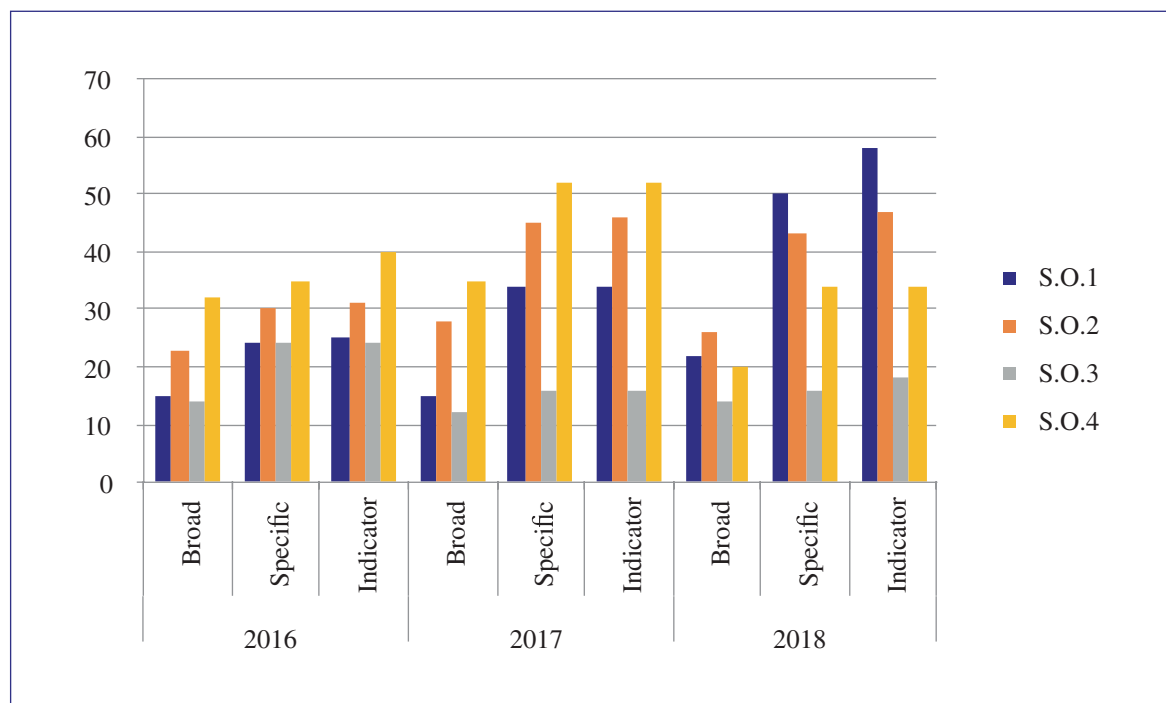
For the 2018 AWP, 84 Broad Activities were prioritised under the NACAP for implementation, made up of short term, medium term and long term activities. Of the 84 broad activities, 152 Specific Activities and 171 Indicators were developed for implementation (See Figure 2).

Figure 2: Broad Activities, Specific Activities and Indicators for 2018



The selection of activities for implementation depends to a large extent on a number of factors, including availability of financial resources, time frame (whether activity is short, medium or long term), capacity, and status of implementation of activities in the previous year. Thus, the number of activities making up an annual work plan of a particular year may differ from the others. Figure 3 depicts the activities selected for the period 2016 to 2018.

Figure 3: AWP's 2016-2018



3.1. General Roles

This section deals with contextual indicators that were not included in the activities under the four Strategic Objectives. It captures the reports from IPs on the implementation of two Broad Activities, nine Specific Activities and 14 Performance Indicators.

Table 5: Performance on Selected Indicators, 2015 – 2018

No	Indicator	Indicator Status			
		2015	2016	2017	2018
	Number of IPs reporting on the implementation of NACAP	19	56	87	182
	Number of staff sensitised	1,705	2,749	5,847	16,486
	Number of Audit Committees trained	5	98	339	484 ¹
	Number of IPs Budgeting for implementation of NACAP	1	19	39	141
	Number of IPs reporting on Internal Control Measures	0	30	46	62

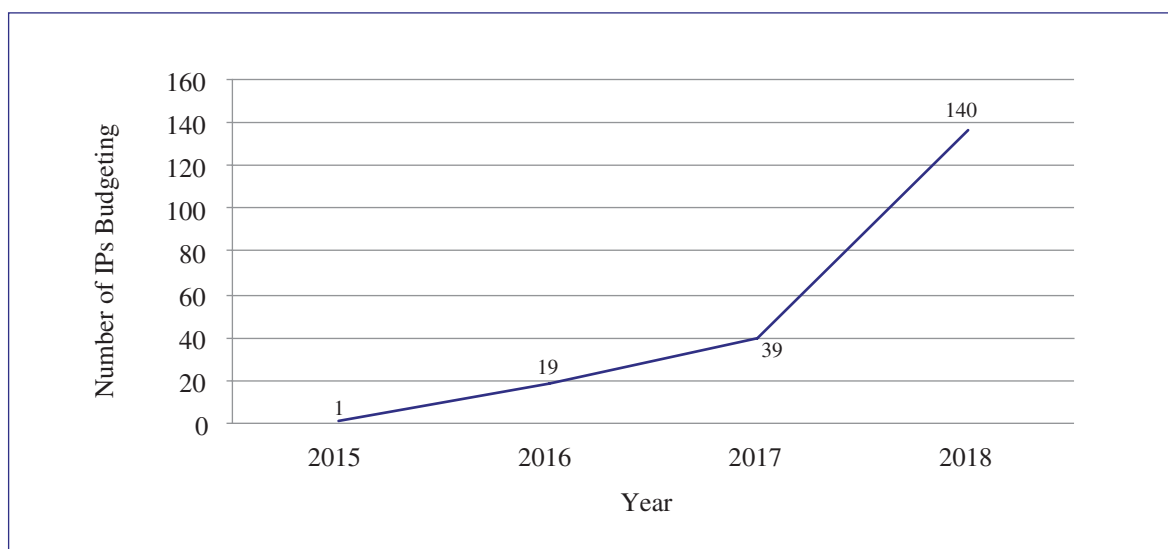
¹ The IAA reported that it trained 484 audit committees during the period.

Table 5 shows that the reporting year witnessed a significant increase in all categories but in particular in: IPs reporting on the General Roles, Staff sensitised, and IPs Budgeting for NACAP Implementation.

i) Plan and Budget for Implementation of NACAP

One Hundred and Thirty-Seven IPs compared to 39 in 2017 reported that they budgeted for implementation of NACAP activities. This represents over 3 times increase.

Figure 4: Number of IPs Budgeting for Implementation of NACAP from 2015-2018



The number of IPs budgeting for implementation of NACAP increased gradually from 2015 to 2017; but in 2018 the number increased sharply to more than three times that of 2017.

One Hundred and forty one IPs reported that they had budgeted for implementation of NACAP during the review year. Of that number, only 63 disclosed the specific amounts budgeted for. The total amount disclosed was GH¢5,541,449.52. (See Table 6).

Table 6: Budgetary Allocation for Implementation of NACAP, 2016-2017

Year / Item	2016	2017	2018	Cumulative Budget (2016-2018)
No. of IPs Providing Amount	13	16	67	Gh¢ 9,721,410
Amount Budgeted (Gh¢)	1,606,432	2,573,528	5,541,449.52	
Range (Gh¢)	20,000 – 447, 000	5,000 – 1,250, 000	400 – 822,300	

Note: There was no activity and corresponding indicator for budgeting for implementation of NACAP in 2015.

Table 6 shows a general increase in the total number of IPs who provided the amount they budgeted for the implementation of NACAP, as well as the total amount disclosed. For the period 2016 to 2018, the least amount budgeted in any given year by an (Gh¢400) was in 2018, whilst

the highest was Gh¢1,250,000 in 2017. (See appendix B for details of IPs disclosing budget for 2018).

ii) Designate Focal Persons for NACAP Implementation

In the reporting year, 163 IPs designated Persons for coordinating NACAP implementation in their organisations. (Appendix C provides information on Focal Persons of IPs, and the trend from 2016-2018.)

iii) Sensitisation of Staff on NACAP

Eighty three IPs reported organising various sensitisation programmes for their staff, through staff durbars, management meetings, induction training, and staff capacity building workshops. In addition, under NACAP support, staff of Public Sector Institutions – (MDAs and MMDAs) as well as CSOs, benefitted from training on NACAP and the NACoRD¹ organised by CHRAJ. Some of the IPs that reported organising sensitisation programmes for their staff did not provide specific figures on the number of persons who participated. Regarding 15 IPs that disclosed figures, the total number of staff sensitised came to 16,486. (See Figure 5)

Figure 5: Number of Staff Sensitised on NACAP 2015-2018

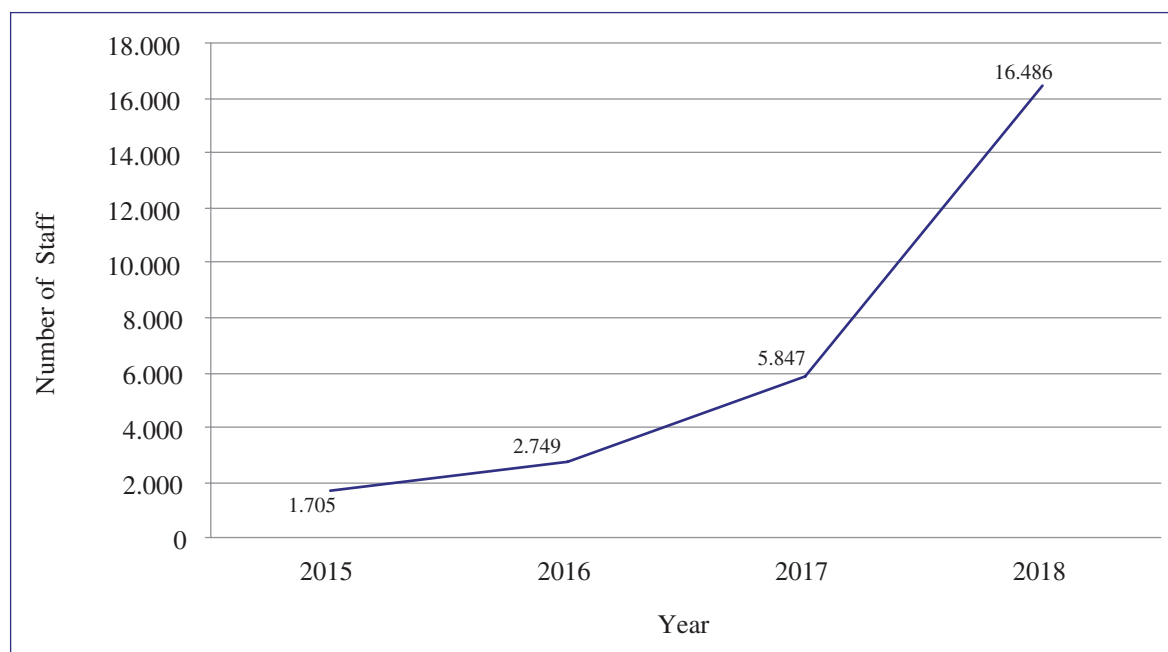


Figure 6 portrays a steady increase in the number of staff sensitised over the period 2015-2017. However, the number sensitised in 2018 shot up to about thrice the number sensitised in 2017.

¹ NACoRD-NACAP online Reporting Dashboard. A standardised online mechanism for reporting which ensures significantly improved communication, tracks progress, and ease data collation and analysis for preparation of NACAP Annual Progress Reports (APR).

iv) Take Measures to Prevent Corruption and Abuse of Office

Under this indicator, IPs were required to undertake a number of activities aimed at monitoring adherence to professional ethics, good governance together with best utilisation of state resources. These included: reconstituting their Audit Report Implementation Committees (ARIC) into Audit Committees, train them, and ensure they are functioning; ensure procurement processes are in compliance with the Public Procurement Act and the Public Financial Management Act; establish safe reporting mechanisms at workplaces for purposes of dealing with misconduct; and develop sexual harassment policies at the workplace.

As part of efforts to reconstitute Audit Committees and offer training within the Public Service, a total of 122 Implementing Partners reported having had their Audit Committees trained. In all, 1,798 members were trained in line with the Public Financial Management Act during the reporting year.

Figure 6: Trend in audit committees trained by IAA

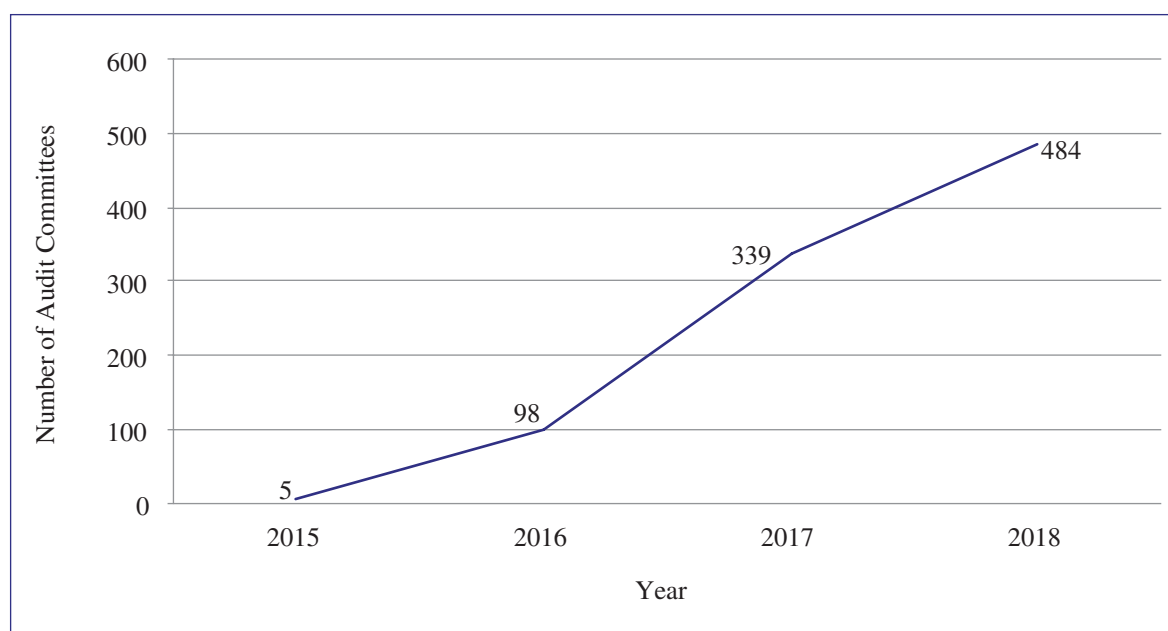


Fig. 6 shows that the number of audit committees trained by IAA increased sharply over the four year period from 5 in 2015 to 484 in 2018.

v) Safe Reporting Systems/Mechanisms at the Workplace

Out of the 182 IPs that reported on the General Roles, 117 reported they have operationalised safe reporting mechanisms at their workplaces. Some IPs had more than one mechanism while others only indicated that they have safe reporting mechanisms. The safe reporting mechanisms provided include the following:

- Complaint/Suggestion Boxes

- Online/Web-based Platforms and Systems
- Toll free/Hotlines
- Client Service Unit

vi) Corruption and Misconduct at the Workplace

The number of IPs, who reported having received complaints on corruption and various acts of misconduct at the workplace increased by more than 50 percent during the period compared to the previous year. Sixty-eight IPs (compared to 31 in 2017) reported having received 187 complaints relating to corruption and various forms of misconducts. The number of complaints received however reduced from 385 in 2017 to 187 in 2018.

Of the 187 complaints, 113 were investigated and seven persons sanctioned. The sanctions include reprimands, interdictions, dismissals, refund of moneys and transfers.

vii) Sexual Harassment Policies at the Workplace

Seventy IPs reported having developed sexual harassment policies in their workplace; with 31 of them reported disseminating the policies to their staff through various methods, including staff durbars, corporate portal/intra-net, and circulation of handbooks and manuals. (See Appendix D for list of IPs with Sexual Harassment Policies)

viii) Controlling Abuse of Office Time

One hundred and fifty IPs reported on this activity. Some of the measures initiated are installation of electronic clocking devices, employee absence reporting systems, attendance register and employee movement books, to monitor and control lateness to work, absenteeism and moonlighting. The most dominant measure used was Attendance Register & Movement Book (82). Some stated that these measures have improved attendance to work. Some IPs had more than one mechanism, while 27 IPs simply reported that they have measures in place without indicating the type of measure.

Observations

A cursory examination of reports under General Roles showed an overall progress regarding Implementation. The 2018 performance was an improvement over the previous years (2015-2017). In terms of specific activities and indicators, the 2018 figures exceeded previous years, showing significant progress.

A total of 14 performance indicators were assessed in the 2018 reporting period. Thirteen of the indicators showed significant progress with the exception of the indicator on the actions on complaints on corruption/misconduct in workplaces. The number of complaints received reduced compared to previous year.

Although the number of IPs fell short of the number targeted for reporting on implementation, 182 IPs reporting on the General Roles in 2018, compared to 80 in 2017, is a significant improvement over the previous year's performance. Moreover, the participation of MMDAs and CSOs improved in the reporting year. There was an overwhelming increase in the number of MMDAs that reported on the General Roles, 122 MMDAs compared to 11 in 2017, while that of CSOs increased to 7 compared to 3 in 2017.

3.2. Strategic Objective 1

To Build Public Capacity to Condemn and Fight Corruption and to Make Corruption a High-Risk, Low-Gain Activity

Under Strategic Objective 1, 19 out of the 22 Broad Activities and 43 out of 50 Specific Activities were reported on. The specific activities reported on include:

- a) Promoting awareness and educating the public on the evils of corruption and the ethos of anti-corruption;
- b) Anti-Money Laundering and Countering the Financing of Terrorism;
- c) Mainstreaming Anti-Corruption, Ethics and Integrity;
- d) Introducing modules and elements to highlight and strengthen good ethical values in formal and non-formal education;
- e) Organising co-curricular anti-corruption activities, such as integrity clubs in Junior and Senior High schools;
- f) Making available anti-corruption education materials for public schools, universities, and the general public;
- g) Instituting and creating awareness of whistleblowing (WB) mechanisms, and
- h) Instituting integrity awards both at the institutional and national levels.

One hundred and sixty five IPs reported on this Strategic Objective, including 113 MMDAs. In terms of reporting by "lead" and "collaborating" IPs, 17 out of 33 lead IPs (representing 51.1%) reported on this Strategic Objective 1.

i) Organize regular public education awareness programmes

A total of 81 IPs (53 MMDAs, 16 MDAs, 6 CSOs and 5 OPSIs) organised over 25,190 public education and awareness programmes, as compared to 2,581 education programmes by 18 IPs (9 MDAs, 8 MMDAs and 1 PS) in 2017. A total of 62 IPs used methods such as Community Outreach, Media Outreach and Workshops used for the public education whereas the remaining 19 did not indicate the methods used.

- **Community outreach**

Thirty-eight IPs (27MMDAs, 5 CSOs, 3 MDAs and 3 OPSIs) undertook community outreach at various levels. In all, over 24,000 community outreach programmes were held by the IPs. Majority of the IPs however did not indicate the number of beneficiaries of such programmes.

The NCCE alone organised a total of 22,325 programmes for the general public at the regional and district levels. CHRAJ undertook 1,772 public education programmes nationwide. Public education by GII's Social Accountability Clubs (SACs) at the district level was also organised for 10,920 beneficiaries (42 percent of them were male).

- **Media outreach**

Eight IPs (3 CSOs, 3 OPSIs, and 2 MMDAs) reported undertaking media outreach programmes. This includes Centre for Democratic Development's (CDD) weekly Corruption Watch programme aired on Joy FM's Super Morning Show and Adom FM Morning shows. The GII SACs organised radio sensitisation programmes on anti-corruption with partner community radio stations in five selected districts.

The Bank of Ghana also reported using the media to sensitise the public on virtual money or crypto-currencies in Ghana.

- **Workshops**

Sixteen IPs (5 MMDAs, 4 MDAs, 4 CSOs and 3 OPSIs) organised sensitisation workshops to educate the public on corruption. The workshops included:

- a) GII's Regional Land Forums (Multi-Stakeholder Dialogues) on corruption in the land sector and the available mechanisms for redress.
- b) Launch of African Union (AU) anti-corruption year
- c) Accountability Forum for State Anti-Corruption institutions, Auditor General, Financial Intelligence Center (FIC) to engage the public on their contributions to the anti-corruption fight (organised by CDD, GACC and GII).
- d) CHRAJ workshops on NACAP and corruption for selected MDAs.
- e) The IAA's 2018 Annual Internal Audit Conference on corruption, waste and abuse of office in the public sector.
- f) GII in collaboration with CHRAJ organised a round table discussion on the theme "Winning the Fight against Corruption: A Sustainable Path to Africa's Transformation".

ii) Mainstreaming anti-corruption, ethics and integrity in public, private sector, civil society and religious organisations

A total of nine IPs (6 MDAs and 3 OPSI) reported having introduced programmes to mainstream anti-corruption, ethics and integrity as part of their organisational culture. (See Table 7)

Table 7: IPs adopting anti-corruption, ethics and integrity

S/N	Cluster	IPs
1	OPSI	CHRAJ BOG SSNIT
2	MDAs	NCA OHCS MGCSP MLNR NMC IAA
Total		9

iii) Introduce modules and elements to strengthen ethical values in primary, secondary and tertiary, and non-formal education.

Five IPs (3 CSOs, 2 OPSIs) reported introducing modules and elements to strengthen ethical values in the educational sector. All five IPs developed a roadmap to introduce the modules in the educational sector. Additionally, the three CSOs (COPIO, GII and CDD) reported holding consultations to introduce modules whereas GII and NCCE reported collaborating to develop a roadmap to introduce modules to promote integrity and anti-corruption ethos among students in 4 tertiary institutions.

iv) Co-curricular anti-corruption activities, such as integrity clubs, in Junior and Senior High Schools

Two IPs (1 OPSI and 1 CSOs) namely NCCE and GII collaborated to develop guidelines for the establishment of Integrity Clubs in Junior and Senior High Schools, as well as facilitated the formation of Integrity Clubs in 20 Junior High Schools nation-wide.

v) Educational materials on corruption for public schools, universities, and general public

Thirty-five IPs (2 OPSI, 6 CSOs, 3MDAs and 24 MMDAs) reported on activities relating to provision of educational materials on corruption for public schools and universities. They include placards, flyers, posters, code of ethics document, among others. MMDAs comprise a majority of the IPs that were engaged in all these activities. (See table 8)

Table 8: IPs that held consultations, developed roadmap and disseminated corruption fighting materials

S/N	Cluster	No. of IPs that held consultations	No. of IPs that developed roadmap	No of IPs that developed and disseminated materials
1	MMDA	16	14	16
2	CSOs	4	3	3
3	MDAs	2	3	1
4	OPSI	1	1	2
Total		23	21	22

vi) Awareness raising programmes on negative impact of money laundering and financing of terrorism and sustainable development security for the general public

Only Economic and Organised Crime Office (EOCO) reported raising awareness on money laundering and financing of terrorism using print and electronic media.

vii) Assessment of institutions/agencies on the integration of corruption prevention measures

The IAA reported having assessed the performance of Audit Committees of various MDAs and MMDAs during the year and provided advice on how to improve their activities.

The GII Consortium (comprising GII, GACC and SEND-Ghana) carried out an assessment of three Anti-Corruption Agencies (ACAs) (i.e., CHRAJ, EOCO and the Attorney General's Department) with the view to identifying systemic gaps in those agencies. The Consortium also put together a comprehensive report on the degree to which CHRAJ, Office of the Attorney-General and the Audit Service are fulfilling their mandates. The GII also conducted the following:

- Assessment of Perceptions and Experiences of Corruption in the Customs Arena Taxation;
- State of Africa Mining Vision Implementation: A Case Study of Ghana; and
- Cost and Impact of Corruption on Education and Health Sectors in Ghana.

viii) De-politicisation of corruption and related crimes

Attorney-General (AG), GII and GACC reported on the de-politicisation of corruption and other related crimes. The engagement of political parties, the media and relevant stakeholders on de-politicisation of corruption and other related crimes was mainly through workshops. For instance, GACC organised a national workshop with three experts forming a panel to discuss issues related to anti-corruption and decentralisation of the three arms of government (Judiciary, Legislature and the Executive).

The Office of the Attorney General reported organizing a stakeholder workshop on NACAP for three political parties, namely NDC, CPP and PNC.

ix) Enforce the Public Financial Management (PFM) Legislation

Three IPs reported creating awareness on the Public Procurement processes whereas two IPs reported on the passage of PFM regulations.

The IAA organised its 2018 Annual Internal Audit Conference on the theme *Leadership and Good Corporate Governance: Key to Effective Public Financial Management*. Over 1,700 Public Sector workers participated in the conference, which created awareness on effective public financial management.

The MoF sensitised eight national and local governance institutions on the PFM. CHRAJ also organised a training programme on the PFM for Department Directors, Deputy Directors, Accounting staff and some selected senior officers. MoF reported that the PFM Regulations had been laid before Parliament awaiting its passage.

x) Intensify public education on linkage between corruption and fundamental human rights and freedoms

In all, four IPs (3 CSOs, and 1 OPSI), reported having intensified public education on the linkage between corruption and fundamental human rights.

CHRAJ reached out to 1,772 stakeholders nationwide through various platforms, including media and community fora, on the linkage between corruption and human rights. GII's ADISS published 300 copies of the report on the Cost and Impact of corruption on Education and Health Sectors in Ghana, whilst Creative Storm Networks produced 6 Ghana Police Watch (GPW) programmes and two animation cartoons to sensitize the citizenry on corruption and citizen's engagement.

xi) Special Awards on integrity at all levels

Fifteen IPs (2 MDAs, 1 OPSI, and 12 MMDAs) reported on special awards on integrity at all levels as compared to three IPs reporting for 2017. The specific activities for this broad activity were to:

- Develop criteria for establishing the special awards using multi-stakeholder consultative processes and
- Institute Integrity Awards at public/ private/ CSO institutions. (See table 9)

Table 9: IPs that developed criteria for establishing special awards as well as institute integrity awards

S/N	No. of IPs / Category	Developed criteria	Instituted awards
1	MMDAs	6	8
2	CSOs	1	-
3	MDAs	1	1
4	OPSI	-	1
Total		8	10

xii) Strengthen anti-corruption capacity at the district and regional levels and encourage whistleblowing

a. Conduct training on anti-corruption and whistleblowing at the District and Regional levels

A total of 21 IPs (majority, 17 were MMDAs) as compared to 6 IPs (2 OPSIs, 2 MDAs, 1 CSO and 1 OPSI) for 2017 conducted training on anti-corruption and whistleblowing at the district and regional levels. (See table 10).

Table 10: IPs conducting training on AC and WB at the district and regional levels

S/N	Category	No. of IPs
1	MMDAs	17
2	OPSIs	2
3	OoP	1
4	MDA	1
Total		21

Kpandai District Assembly trained a total of 4,930 persons on the subject of anti-corruption and whistleblowing; Tain District Assembly trained 157 persons on corruption related activities; and Kpando Municipal Assembly trained 10 staff members.

GII and GACC conducted trainings for their citizens' groups, Anti-Corruption Champions and other stakeholders on the Whistle Blower Act, Act 2006 (Act 720) and other channels for reporting corruption.

b. Disseminate whistleblowing and other anti-corruption materials

Over 55,601 whistleblowing and anti-corruption materials of diverse contents, such as ABCs of Corruption, Guidelines on Conflict of Interest, and A Guide to Whistleblowing in Ghana, were disseminated by 14 IPs. (See table 11)

Table 11: IPs disseminating AC and WB materials at various levels

S/N	Materials disseminated	No. of IPs
1	NACAP Manual	12 MMDAs
2	AC leaflets	1 MMDA
3	Posters	4 MMDAs 1 OPSI
4	Stickers	3 MMDAs
5	ABC of Corruption	2 MMDAs
6	Guidelines on COI	2 MMDAs
7	Guide to WB	2 MMDAs

NCCE distributed about 50,000 materials. Garu District Assembly distributed over 500 copies of the Anti-corruption posters and stickers, whilst Ga South Municipal Assembly printed and disseminated over 200 whistleblowing flyers and posters.

c. Create public awareness on whistleblowing in the regions and districts

Twenty-one IPs, (of which 18 were MMDAs), reported creating public awareness on whistleblowing in the regions and districts. The methods used in the creation of public awareness were mainly media outreach and community sensitisation.

Twelve IPs (11 MMDAs and 1 MDA) also reported undertaking the activity, but did not specify the methods used. (See table 12).

Table 12: Number of IPs creating public awareness on WB in the regions and districts

S/N	Method	Category
1	Community sensitisation	11 MMDAs 1 OPSI
2	Media outreach	3 MMDAs 1 MDA

On community sensitisation, 12 IPs undertook community sensitisation programmes to create public awareness on whistleblowing in the regions and districts. Binduri District Assembly sensitised 387 people (183 males and 204 females) in 5 communities on NACAP and whistleblowing. NCCE also organised 469 awareness programmes in the regions and districts.

Four IPs reported using the media to create public awareness on whistleblowing in the regions and districts. EOCO reported using the JOY FM's Super Morning Show on "CORRUPTION WATCH" to discuss the protection of persons under the Whistle Blower Act 2006, (ACT720); and Tano South Municipal Assembly held 23 awareness programmes on radio.

xiii) Institute whistleblowing mechanisms at District and Regional levels (NACAP Ref.-21)

Fifty-two IPs (13 MDAs, 2 OPSI and 37 MMDAs) reported having put mechanisms in place for confidential and safe reporting. Such mechanisms include:

- Websites and emails;
- Hotlines;
- WhatsApp and other social media platforms;
- Suggestion boxes; and
- Public relations complaints committees.

Thirty-nine IPs created awareness on confidential and safe reporting mechanisms through various methods, such as public fora, dissemination of information materials, community dialogues and social media campaigns.

xiv) Ensure transparent, equitable and non-partisan allocation of public/state resources at all levels

A total of 73 IPs have instituted some measures to ensure transparent, equitable and non-partisan allocation of public/state resources. (See table 13).

Table 13: IPs with measures transparent allocation of public/state resources at all levels

S/N	Cluster	No. Of IPs
1	MMDAs	57
2	MDAs	13
3	OoP	1
4	CSO	1
5	OPSI	1
Total		73

The following were some of the measures undertaken: adherence to procurement guidelines, ensuring that salaries are validated and staff list updated monthly, regular updating of asset register by respective agencies and financial warrants are always prepared before monies are released.

For instance, OoP through OAG visited all 10 regions to track level of compliance of Spending Officers and Asset Managers with section 52 of the Public Financial Management Act, 2016 (Act 921), which requires the officers to ensure that proper control systems exist for the custody and management of assets. It also updated property and assets of 26 Metropolitan Municipal and District Assemblies (MMDAs), within the Greater Accra Region. The Ministry of Transport (MoT) has an Asset register in place to track and record all assets of the Ministry.

3.3. Strategic Objective 2

Institutionalise Efficiency, Accountability and Transparency in Public, Private and Not-for-Profit Sectors

One hundred and seventy three IPs reported on activities under strategic objective two. A total of 120 MMDAs reported under this objective as compared to 11 in 2017. The leap in IPs reporting could be as a result of CHRAJ's engagement with the IPs.

i) Conducting system examination of corruption prone institutions

The focus of this activity was to train system reviewers and conduct systemic investigations in selected MDAs. CHRAJ organised a two-week training workshop on systemic investigations for 22 senior officers of its staff as part of capacity building and preparation to carry out this activity.

The EOCO reported having conducted systemic investigations into the activities of selected MMDAs including Ledzokuku Krowor Municipal Assembly (LEKMA), Ga West and East and Ada District Assemblies as well as the National Ambulance Service.

ii) Computerizing revenue generation

The Ministry of Finance (MoF) reported introducing a computerised and net-based system in at least 20 revenue collection/generation agencies. It also rolled out and trained all the 67 Domestic Tax Revenue Division offices on Total Revenue Integrated Processing System (tripsTM).

The Ministry also reported that 21 customs collection stations had been connected to the Ghana Customs Management System during the reporting period. Additionally, a total of 97 Ghana Community Network (GCNeT) GRA (Customs) sites with Ghana Customs Management System (GCMS) connectivity were completed.

iii) Build capacity of MDAs for transparent use of public resources

Under this activity, the GII Consortium trained a total of 48 beneficiaries from selected MMDAs, MDAs, citizens groups, Anti-corruption Champions and the media in 49 districts on public financial systems. CHRAJ also reported training members of its newly reconstituted Entity Tender Committee during the period.

COPIO also reported training newly constituted Entity Tender Committees (ETCs) of the MMDAs in selected districts. It also held programmes on the monitoring and evaluation of public financial and procurement processes for selected MMDAs.

iv) Extend Extractives Industry Transparency Initiative (EITI) principles to the Oil and Gas Sector

Efforts were made to expand the scope of the Common Global Reporting Framework for Oil and Gas Sales Transparency in collaboration with oil producing countries. In that regard, the Ministry of Energy (MoE) reported that the EITI Commodity Trading Transparency Working Group met twice in January and June in Paris to develop a new template for Oil and Gas Buyer Selection Process.

The Ministry of Finance also reported that the final Ghana 2015/2016 Ghana Extractive Industry Transparency Initiative (GHEITI) Oil and Gas Commodity Trading Pilot Report had been produced, launched & disseminated, and that the 2016 EITI Report for Mining, Oil and Gas had also been published.

v) Generic Customer Service Charter

The Public Sector Reform Secretariat, reporting through the Office of the Senior Minister, indicated that a draft Generic Client Service Charter (CSC) was awaiting final review, launch and mainstreaming by the OHCS and PSC.

vi) Timely preparation of financial statements for audit

Thirty IPs reported on this specific activity during the period. The Internal Audit Agency (IAA) reported submitting its draft 2018 financial statements to the Audit Service and the Controller and Accountant-Generals Department (CAGD), as required by the PFM Act, 2016 (Act 921). It had also requested the Auditor General to appoint an external Auditor to audit the financial statements, which would be part of the Agency's Annual Report to be submitted to the Office of the President as stipulated by the IAA Act, 2003 (Act 658).

The IAA further reported that the Agency issued notices to MDAs and MMDAs at the end of the financial year to prepare financial statements in accordance with PFM Act, 2016 (Act 921).

vii) Establishment and Training of Audit Committees

Apart from the NACAP, which requires public sector institutions to establish and train Audit Committees, Section 86(1) of the Public Financial Management Act 2016 (Act 921), provides that “There is established by this Act, an Audit Committee that shall serve one particular covered_entity² or any other covered entities in a Sector...”.

A total of 134 IPs reported under this activity, out of which 120 IPs (representing 89%) reported having established Audit Committees. The Office of the Head of Local Government Service

² “Covered entities” means (a) the Executive, Legislature and Judiciary; (b) constitutional bodies; (c) Ministries, Departments Agencies and local government authorities; (d) the public service; (e) autonomous agencies; and (f) statutory bodies.

(OHLGS) reported that Audit Committees had been established in 10 Regional Coordinating Councils (RCCs) and in 254 MMDAs. The OHLGS also indicated that the committees were trained in the period. However, 21 MMDAs³ reported that they had not yet established Audit Committees.

The Center for Democratic Development (CDD) also reported having reconstituted its Audit Committee and recruited an Internal Auditor and Compliance Manager to ensure effective implementation of its audit recommendations.

viii) Public Service Integrity Programme

The overarching objective of the Public Service Integrity Programmes (PSIP) is to enforce the Code of Conduct and Conflict of Interest regime in the Public Sector.

Two MMDAs, Amenfi Central District Assembly and Bawku West District Assembly reported training 3 and 15 officers respectively on the application of ethics tools, whilst the Berekum East Municipal Assembly trained its Human Resources unit on the application of ethics tools.

CHRAJ reconstituted its Ethics Unit, and organised a three-day training on ethics and the PSIP for 40 ethics officers of public sector institutions. CHRAJ further reported that all its senior officers are required to declare their assets and liabilities. The Bank of Ghana also reported that seven full-time employees were assigned to its Ethics Unit.

The OHLGS reported that Directors and management staff were required to declare their assets and personal interests as part of efforts towards fulfilling the objectives of the public service integrity programme. The Service also conducted trainings towards the development and implementation of public assets management system. Further, the OHLGS reported that Performance Contracts were signed between Coordinating Directors and Chief Executives and another between Regional Chief Directors and Regional Ministers in support of the national agenda of strengthening the capacity of MMDAs for accountable and effective service delivery at the district level.

³ Afigya Kwabre South District Assembly- Kodie, Assin North District Assembly-Assin fosu, Asante Akim South Municipal- Juaso, Assin North District Assembly-Assin fosu, Asunafo South District Assembly, Sagnerigu Municipal Assembly, Suame Municipal Assembly-Suame, Sunyani Municipal Assembly, Tamale Metropolitan Assembly, Tano South Municipal Assembly, Tarkwa-Nsuaem Municipal Assembly- Tarkwa, Wassa Amenfi West Municipal Assembly-Asankrangwa, Yunyoo Nasuan District Assembly, Jaman South Municipal Assembly – Drobo, Bosome Freho District Assembly – Asiwa, Kadjebi District Assembly, Sekondi Takoradi Metropolitan Assembly, Tano South Municipal Assembly, Tarkwa-Nsuaem Municipal Assembly- Tarkwa, Nadawli Kaleo District Assembly, Sekondi Takoradi Metropolitan Assembly

Table 14: Number of ethics Desks Established

Year	Number Established	Number Trained
2015	0	0
2016	30	30
2017	40	40
2018	45	35

ix) Appointment of Chief Executive Officers (CEOs) and accountability from public officials

This activity is aimed at enhancing meritocracy, transparency and integrity in the appointment of CEOs, chief directors and very senior level employees in Public Sector Institutions (PSIs).

The Office of the Head of Civil Service reported that in collaboration with the Office of the President, 43 qualified officers were processed for selection into 19 Chief Director positions within the Civil Service. The Public Services Commission also indicated that a total of 85 persons were appointed/promoted into categories A and B positions and that the involvement of PSC guarantees the use of the Commission's meritocratic protocols in the appointments.

x) Creating Civic Awareness for Accountability

The National Commission for Civic Education (NCCE) undertook 1,289 civic awareness and sensitisation programmes to enable the public demand accountability from public officials. The GACC organised accountability fora in 12 districts of the Brong Ahafo, Northern and Ashanti regions during the period.

As part of the activities organised by the GACC, citizens were sensitised on accountability mechanisms and the need for social accountability. District officials also presented an account of project implementation in their various districts. GII Consortium sensitised citizen groups and anti-corruption champions in 50 districts on their role in holding public officers accountable and fighting corruption using available reporting mechanisms at the district level.

xii) Security for examination materials

Kwame Nkrumah University of Science & Technology (KNUST), the only tertiary institution that reported, installed CCTV cameras at Photocopy Unit, the location where the preparation and packaging of exams papers take place. The cameras cover all active areas (receiving, preparation, printing and packaging rooms). All examination sheets are concealed in tamper-evidence envelopes and Examination question sheets are kept in a thumb-print access-controlled room. The University reported that adequate plain-cloth security personnel are deployed to the Photocopy Unit before, during and after examinations.

xiii) New strategic plan for GACC

A new strategic plan has been developed and approved by the Ghana Anti-Corruption Coalition (GACC) governing board. The new strategic plan covers the period 2019-2023. The plan is meant to direct the operations of the Coalition, which is constituted by State Anti-Corruption Institutions, the private sector, CSOs and faith-based organisations (FBOs). The new plan is anchored on four strategic areas and is designed to transition GACC from a project implementer to an enabler that would coordinate the anti-corruption activities of its members.

3.4. Strategic Objective 3

To Engage Individuals, Media and Civil Society Organisations in Reporting and Combating Corruption

Six out of the 14 selected Broad Activities, eight out of 16 Specific Activities, and eight of the 18 indicators were reported on under Strategic Objective 3. Forty-nine IPs, (comprising OoP, 38 MDAs, 4 OPSI and 7 CSOs) reported on the activities under this strategic objective. The activities include:

- i. Engagement with media practitioners and Non-Governmental Organisation (NGOs) on anti-corruption methods and challenges;
- ii. Develop whistleblowing and other reporting mechanisms;
- iii. Commission national surveys on public perception, awareness, attitudes and performance of ACAs, biannually;
- iv. Increase the allocation of resources to audit agencies;
- v. Formulate and implement a national policy on NGO programmes;
- vi. Strengthen institutional and operational capacity of civil society organisations in monitoring and evaluating public revenue and expenditure;
- vii. Enact the Right to Information law.

i) Engagement with Media on Anti-Corruption

Under this activity, IPs were to educate media practitioners and CSOs on anti-corruption methods, practices and challenges on fighting corruption. Only EOCO reported that it had engagements with some media establishments, including Daily Graphic, Joy FM, and GBC, on its mandate in the fight against corruption, compared to eight IPs in 2017.

ii) Whistleblowing and other reporting mechanisms

Corruption reporting is key in the successful implementation of anti-corruption strategy and as a result, IPs were assigned the responsibility to develop whistleblowing reporting mechanisms for corruption and impropriety, create awareness on whistleblowing using multi-media channels, and provide legal advice to victims of corruption.

Fourteen IPs reported on whistleblowing mechanisms and other reporting systems in the workplace, with only five MDAs reporting on this activity, compared to 11 in 2107.

On confidential systems for reporting, some IPs provided the forms of confidential system they have in place. (See Table 15)

Table 15: List of Ips with Confidential systems of Reporting

S/No	Institutions	Reporting Mechanism/System			
		Online	Phone	Complaint Box/Books	Reporting Desk/Units
1	CHRAJ	ü	ü		ü
2	EOCO	ü	ü	ü	ü
3	GII	ü	ü		ü
4	GNAS			ü	
5	IAA		ü		
6	KKMA	ü			ü
7	MGCSP	ü	ü		
8	MoEN			ü	
9	MoTI	ü			
10	MWH	ü			
11	OHCS	ü			
12	PSC			ü	
13	VRA		ü		ü
14	MC			ü	ü
Total		8	6	5	6

Table 15 shows that the most common confidential reporting system used by the IPs was the online system followed by the phone system.

On the creation of awareness on whistleblowing mechanisms, GII reported that it conducted sensitisation for the public via radio in 4 district on whistleblowing, and corruption reporting platform through Advocacy and Legal Advice Centre (ALAC). The NCCE reported that it organised several radio discussions at the district and regional levels. CHRAJ also reported that it carried out similar activities via GTV.

iii) National Surveys on public perception of ACAs

This activity is meant to offer an independent and periodic assessment of the performance of Anti-Corruption Agencies (ACAs). Two CSOs (COPIO and GACC) reported on the implementation of this activity.

With regard to public perception of ACAs, GACC organised a survey on the challenges in the implementation of NACAP whereas the Center for Posterity Interest Organisation reported that it administered questionnaires for a survey.

iv) Increase allocation of resources to audit agencies

The Ministry of Finance reported that it had increased the budget allocation to audit agencies over the years. Releases to the Audit Service has increased over the three years, 2016 to 2018. The total release for 2018 was slightly more than double the 2016 release, but was still 20 percent less than the allocation for the year (Table 16).

Table 16: Budgetary Allocation to Audit Service

IP/Year	Allocation	Release	% of Allocation Released
2016	140,611,756	94,190,700	67.0
2017	180,441,704	146,997,700	81.5
2018	246,436,664	196,750,097	79.8

v) National Policy on NGO programmes

The Ministry of Gender, Children and Social Protection reported that it had commenced stakeholder consultations on this activity, and had had four engagements on the subject with the Coalition of NGOs, and Faith Based Organisations (FBOs) in 2018.

vi) Strengthen capacity of CSOs to monitor and evaluate public revenue and expenditure

Monitoring and evaluation of revenue and expenditure of physical projects in the public sector is critical in the fight against corruption in the country. Five CSOs, namely COPIO, STAR-Ghana, GACC, GII and Creative Storm Networks (CSN), submitted reports on the implementation of this activity. COPIO stated that it organised four training programmes on monitoring and evaluation on public financial management for selected CSOs. STAR-Ghana, in collaboration with WACSI, trained 60 CSOs on corruption prevention, while the GACC organised a training workshop for local CSOs on monitoring physical projects in their respective districts. GII also trained citizen groups in six districts on monitoring the implementation of audit recommendations by MMDAs within the same period.

vii) Right to Information Law

The activity for 2018 was to enact the Right to Information (RTI) Law and sensitize the general public, CSOs, the media and civil servants on the law.

On the enactment, the Office of the Attorney-General reported that the Right to Information Bill had reached the consideration stage in Parliament and was awaiting passage into law. The

GII reported on advocacy efforts it had made with its partners on the passage of the law, which included the launch of an RTI action campaign, street advocacy campaign, and social media advocacy drive with the hashtag #PassTheRTIBillNow and #PassaCredibleRTILawNow; as well as release of periodic and strategic press statements that called on government to pass the RTI Bill. The GII also supported the Constitutional, Legal and Parliamentary Affairs Committee of Parliament to hold a stakeholder conference on the Bill.

COPIO reported that it organised four education and sensitisation programmes on the Bill, while the GACC organised activities in Ho, Kumasi and Sunyani to educate, sensitize and solicit the views of participants from CSOs and the Media on the Bill.

Over all, an appreciable number of MDAs and CSOs implemented and reported on the activities of this strategic objective. However, the media failed to submit reports on the implementation of this strategic activity.

Also, the number of institutions with web-based platforms for corruption reporting increased. For instance, out of the 13 institutions that reported on providing platforms for whistleblowing, eight of them had web-based (online) platforms.

3.5. Strategic Objective 4

Conduct Effective Investigations and Prosecutions of Corrupt Conduct

Fifteen out of the 20 Broad Activities, 27 out of the 34 Specific Activities, and 27 out of 34 indicators were reported on under this strategic objective. The number of IPs reporting significantly increased with 75 submitting reports compared with 23 in 2017.

i) Ratify and domesticate international conventions relating to corruption, money laundering and transnational organised crime

Under this activity, IPs were expected, among others, to implement international conventions on corruption and organised crime, including Anti-Money Laundering, Illicit Financing and Countering the Financing of Terrorism.

The Office of the Attorney-General participated in 12 international meetings on Anti-Money Laundering, Illicit Financing and Countering the Financing of Terrorism, whilst EOCO participated in Inter-Governmental Action Task Force Against Money Laundering (GIABA) meetings on Money Laundering and Financing of Terrorism. EOCO has been part of the Inter-Governmental Action Group against Money Laundering in West Africa.

On the implementation of UNCAC, CHRAJ, in collaboration with the OoP, AG and the UNODC, organised a stakeholder workshop in December 2018 to develop a roadmap for the implementation of the recommendations of the UNCAC 1st Cycle Review.

CHRAJ continued to coordinate Ghana's implementation of the UNCAC, as well as the review of Ghana under the UNCAC 2nd Cycle Review. CHRAJ and OAG represented Ghana to review Algeria under the UNCAC 2nd Cycle Review. CHRAJ further organised series of meetings for members of Ghana's UNCAC Review Steering Committee from April to August 2018. These meetings resulted in the successful preparation of the Self-Assessment Checklist (SACL) on the implementation of UNCAC by Ghana. The SACL has since been submitted to the UNODC.

ii) Impartial Enforcement of Anti-Corruption Laws

There is limited information on this activity, which was reported on by no ACAs or Law Enforcement Agencies (LEAs) except CHRAJ. CHRAJ received 62 corruption cases out of which 31 were investigated and necessary actions taken.

iii) Enact witness protection law

The Witness Protection Act, 2018 (Act 975) was enacted in the reporting year.

iv) Enforce Financial Management Laws⁴

A total of 65 IPs (16 MDAs, 46 MMDAs and 3 CSOs) organised a series of training and sensitisation programmes to deepen understanding of the PFM Act, and to uphold its provisions. The following were some of the programmes held by the IPs:

- a) The Ministry of Finance sensitised officers from seven⁵ public institutions as well as Send-Ghana, on the key provisions in the PFM ACT, 2016, (ACT 921).
- b) The OHLGS conducted two trainings for MMDAs based on manuals developed in respect of PFM ACT (921).
- c) The GACC organised a forum to launch a simplified Citizens Budget to empower citizens to play their civic role, and to discuss government's commitments. At the same forum, the Public Financial Management Act 2016 (Act 921) was discussed by the Auditor General and participants.
- d) The COPIO organised four meetings to create awareness on the Public Financial Management Act 2016 (Act 921) among various stakeholders.
- e) The Nursing and Midwifery Council trained its accounts and internal audit staff on the Public Financial Management Act. .
- f) The GII Consortium (GACC and SEND-Ghana) collaborated with GiZ to engage the Auditor Service and the Ministry of Finance as part of the Consortium's advocacy for the development of Regulations for the PFM Act. GII also trained 18 members of Social Accountability Clubs (SACs) in six districts on the PFM law.

⁴ Financial Administration Act, Internal Audit Agency Act Public Procurement Act.

⁵ NCCE, Education Service, Judicial Service, Public Universities, Ministry of Aviation (MoA), Ghana Airport Company Limited, Ministry of Regional re-organisation and Development.

- g) The Ministry of Fisheries organised training on PFM Act, 2016 (Act 921) for its management.
- h) Internal Audit, Finance, Procurement, and the Legal Services departments of VRA played leading roles to create awareness on the Public Financial Management Act 2016 (Act 921) for staff of the Authority.

v) ICT Equipment in support of investigations and intelligence

The CHRAJ received the following within the period under the review under EU/ARAP/FIAPP sponsorship:

- Ten desktop computers
- Ten multi-purpose printers
- One photocopier machine
- Five recording devices
- Five wireless routers
- Five network switches and one server
- One piece of 3000VA UPS and
- Five Internet Protocol desk phones.

Again, CHRAJ received eight desktop computers and four laptops from Ghana Infrastructure Fund for Electronic Communication (GIFEC).

EOCO procured GOTA Communication gadgets for about 100 Officers to facilitate effective communication. Besides that, about eight recording devices were procured and are being utilised in the various interrogation and interview rooms to facilitate investigations. The Office further reported it has installed CCTV cameras in all its interrogation and interview rooms.

The Office of the President also reported that it provided the Office of the Special Prosecutors with logistics. However, the Office did not indicate the type of logistics provided.

vi) Recruit Prosecutors for AG's Office

The office of the Attorney General obtained financial clearance from the Ministry of Finance to recruit 50 State Attorneys. The Office recruited 32 Prosecutors for the Prosecution Division across the country through a transparent recruitment process.

vii) Intelligence and Assets Recovery/tracing and investigation techniques in basic drug law enforcement, money laundering training for EOCO and FIC

The West Africa Regional Training Centre in collaboration with the Federal Bureau of Investigation (FBI) of the United States of America, organised three training sessions in the year 2018 for 80 EOCO investigators on modern ways of intelligence gathering.

Additionally, the FBI and the West Africa Regional Training Centre in the second quarter organised two different training workshops for more than 60 investigators of EOCO on basic investigations—Money Laundering and Asset Tracing and Tracking. Moreover, five EOCO Investigators attended international trainings on the above, including was training on Asset Tracing held in May 2018, in Abuja. EOCO added that they had set up an Asset Management Office under its surveillance unit.

viii) Operationalise and widen the outreach of EOCO country-wide

The PSC worked on staff establishment ceilings for EOCO and also sat as part of interview panels to select Regional and District officers.

ix) Strengthen A-G's Department to facilitate speedy prosecution of corruption cases

The Attorney General's office trained 80 Prosecutors to enhance their knowledge and skills on emerging trends in corruption and other related crimes

xii) Build capacity of Anti-Corruption Agencies to perform their respective mandates and functions

EOCO procured five motorbikes, computers and their accessories, photocopiers and printers to aid investigations. CHRAJ also procured three cross-country vehicles.

xiii) Strengthen Collaboration among Anti-Corruption Agencies (ACAs)

IPs were expected to finalize and execute Memoranda of Understanding (MOUs) for implementation. EOCO in December 2018 signed MOUs with the Public Interest and Accountability Committee (PIAC), Food and Drugs Authority (FDA), FBI Desk at the US Embassy, as well as the Economic and Financial Crimes Commission (EFCC) of Nigeria on a wide range of corruption related issues.

xiv) Review challenges in the implementation of whistleblower Act

The Attorney General indicated that the Whistleblower Amendment Bill was submitted to Cabinet for policy approval and for the bill to be laid in Parliament but unfortunately it did not receive Cabinet approval.

The GII Consortium reported that they engaged Parliament on the Witness Protection (WP) Bill and the Whistle Blowers Act, the Office of Special Prosecutor (OSP) Act and the Economic and Organised Crime Office (EOCO) Act.

xv) Build capacity of Anti-Corruption Agencies in asset tracing and recovery

IPs were expected to report on:

- Training anti-corruption institutions on asset tracing and recovery.
- Exchange programmes on asset recovery with partners and networks.

EOCO, with the assistance of the FBI, EU-ARAP and Strengthening Action Against Corruption (STAAC Ghana), trained more than 20 Officers on asset tracing and recovery, and set up an Asset Management Unit.

EOCO had exchange programmes on asset recovery with its foreign counterparts, such as the FBI and EFCC of Nigeria. The Office collaborated with the FBI to recover assets from two convicts. The EOCO has an MOU with the EFCC on asset recovery and in the area of transnational organised crime.

xvi) Establish social movement and conduct social marketing campaigns to boost public support for the work of Anti-Corruption Agencies

On the establishment of social movement, Ghana Integrity Initiative mentioned that due to the importance and popularity of social media in recent years, GII actively used their social media pages to increase public engagement and disseminate information on activities. It posted, short documentaries, pictures and had Facebook live sessions. GII received 2,493 and 217 likes on Facebook and twitter respectively.

On the conduct of social marketing campaigns, the GACC Secretariat begun a social media campaign (Twitter, Instagram and Facebook) on the OSP where information on the OSP are shared to educate the public on the office. Also, GACC designed and implemented a social media campaign to educate citizens on the Office of the Special Prosecutor, punitive laws, and anti-corruption reporting avenues and generate public interest in the office. An estimated 30,000 people were reached by the campaign and 1,956 engaged with a post.

SECTION FOUR: PROGRESS AND CHALLENGES

4.1. Progress Made

The 2018 AWP registered significant progress, key among them are:

- a) The NACAP implementation online reporting tool, NACoRD, was completed and deployed for use in the 2018 Reporting Cycle. Over 322 focal persons of IPs were trained on the use of the NACoRD.
- b) IPs reporting on implementation of NACAP, increased by a factor of nine from 19 in 2015 to 182 in 2018.
- c) Significant increase in the participation of MMDAs, from 11 in 2017 to 122 in 2018.
- d) Close to 80 percent of the selected broad activities for 2018 were reported on by the IPs.
- e) Significant increase in use of awareness raising as a means of building capacity of the public to fight corruption, with 25,190 public education and awareness programmes undertaken in 2018 compared to 2,581 in 2017.
- f) Significant increase in the participation of civil society organisations, from three in 2017 to seven in 2018.
- g) Appreciable increase in IPs budgeting for implementation of NACAP, 141 IPs compared 39 in 2017.
- h) Substantial increase in state institutions adopting sexual harassment policies in the workplace, 70 IPs compared to 27 in 2017.
- i) A roadmap for the implementation of the recommendations of the UNCAC 1st Cycle Review was approved for implementation.
- j) Capacity of ACAs and LEAs to investigate and prosecute corruption offences continued to receive attention in the reporting year, with almost all the relevant institutions receiving support to build capacity.
- k) The Witness Protection Act, 2018 (Act 975) was enacted in the reporting year, and the Right to Information Bill reached consideration stage in Parliament.

4.2. Challenges

These successes notwithstanding, a number of challenges persist, impeding progress across IPs and NACAP as a whole. Some of the challenges encountered in the reporting and implementation of NACAP were as follows:

- i. Some IPs were unable to submit their reports through the NACoRD before the deadline for submission. They remained as draft in the NaCoRD system hence could not form part of the Annual Progress report.
- ii. Some IPs reported on activities that did not pertain to their institutions. Others did not comprehend the information required from them. As a result inadequate responses were provided, while some reported that the activities did not apply to them.
- iii. Some IPs indicated that they could not implement some activities due to inadequate funds.
- iv. Low political commitment and apparent disinterest in the NACAP from top management in most targeted institutions.
- v. Low patronage and reporting on NACAP also remains a challenge.

SECTION FIVE: CONCLUSIONS AND OUTLOOK FOR 2019

5.1. Conclusions

Since its inception in 2015, NACAP has made modest strides. Key among these, is the sustained advocacy and outreach to bring relevant stakeholders on board; and intensification of public awareness on the NACAP. Furthermore, NACAP survived the transition in Government following the 2016 Elections.

NACAP continue to see progress in its implementation as well as in its reporting. Following the initiation and development of NACoRD last year, a good number of IPs, for the first time, were able to report on activities implemented via the NACoRD.

Some activities that were not executed in the previous year(s), such as the enactment of the Witness Protection Act, 2018 (Act 975) and the passage of the Right to Information Bill, were tackled, some to conclusion.

The reporting year saw an improvement in the Corruption Perception Index from 40 to 41. Despite these encouraging signs, we need to redouble our efforts to encourage stakeholders to continue to prioritise the implementation of NACAP activities until corruption is brought under control. Specifically, it would be necessary to intensify the awareness raising and education of IPs, and engender the interest of the private sector, MDAs, MMDAs in NACAP issues and concerns.

5.2. Outlook for 2019

Before the close of the 5th year of implementation, it is necessary to prioritize all medium-term activities for implementation and monitoring in 2019 and 2020, and ensure that implementation does not fall far behind schedule. These include:

- Parliament should enact Right to Information Bill, the Conduct of Public Officers' Bill, and the Whistleblower (Amendment) Bill
- The Attorney General should Commence implementation of NRA and UNCAC 1st Cycle recommendations
- CHRAJ, MONICOM and HiLIC should ensure that the short and medium term activities are reflected in the 2019 and 2020 work plan for implementation by IPs.
- CHRAJ should continue with the training of IPs on the NACoRD to address reporting challenges and improve level of reporting by IPs

APPENDICES

Appendix A: List of HiLIC Members

S/No.	Name	Institution
1	Mr. Samuel A. Jinapor	Office of the President
2	Mr. Richard Quayson	Commission on Human Rights and Administrative Justice
3	Mr. Charles Ayamdoo	Commission on Human Rights and Administrative Justice
4	Mr. Godwin J. Brocke	Office of the Head of Civil Service
5	Dr. Charles Kessey	Office of the Head of Local Government Service
6	Mrs. Janet Fofie	Public Services Commission
7	Mr. Walter Amewu	Economic and Organised Crime Office
8	Mrs. Patricia Dovi Sampson	Ministry of Information
9	Mr. Ransford Agyei	Internal Audit Agency
10	Mr. David Kennedy Segbenya	Ghana Audit Service
11	Mr. Joojo Ghansah	State Enterprises Commission
12	Mr. Gideon Kuma Ocrah	Ministry of Local Government and Rural Development
13	Mr. Stephen Asare-Fianko	Controller and Accountant-General's Department
14	Mrs. Stella Williams	Ministry of Finance
15	Dr. Grace Bediako	National Development Planning Commission
16	COP Nathaniel Kofi Boakye	Ghana Police Service
17	Mr. Henry Wood	Office of the President
18	Alhaji Ahmed Suleiman	Office of the Attorney-General & Ministry of Justice
19	Mr. Samuel Asare Akuamoah	National Commission for Civic Education
20	Dr. Emmanuel Ankrah	Ghana Health Service
21	Mr. Ebenezer Djietror	Parliament of Ghana
22	Mrs. Cynthia Storph-Tagoe	Ghana Education Service
23	Justice Clemence Honyenuga	Judicial Service
24	Nana Osei-Bonsu	Private Enterprise Federation
25	Mrs. Beauty E. Narteh	Ghana Anti-Corruption Coalition

Appendix B: Details of IPs Disclosing Budget Allocations for 2018

S/No.	IP	Amount (GHC)
1	National Commission for Civic Education	30,687.00
2	Ministry of Energy	175,000.00
3	Ministry of Finance	548,906.82
4	Commission on Human Rights and Administrative Justice	822,300.00
5	Attorney General's Department	17,000.00
6	State Enterprise Commission	20,000.00
7	Office Of The Senior Minister	447,000.00
8	Ministry of Works and Housing	16,700.00
9	Ministry of Lands & Natural Resources	100,000.00
10	Social Security and National Insurance Trust	21,741.00
11	Ministry of Gender, Children & Social Protection	481,192.00
12	Ministry of Environment, Science, Technology & Innovation	8,000.00
13	Public Service Commission	10,000.00
14	Bodie District Assembly	20,000.00
15	Tain District Assembly	20,000.00
14	Jaman North District Assembly	60,000.00
15	Hohoe Municipal Assembly	34,000.00
16	Abura/Asebe/Kwamankese District Assembly	20,000.00
17	Sunyani West District Assembly	2,000.00
18	Lawra Municipal Assembly	10,000.00
19	Sissala West District Assembly	5000.00
20	South Dayi District Assembly	10,000.00
21	Prestea-Huni-Valley Municipal Assembly	5000.00
22	Tano South Municipal Assembly	5000.00
23	Binduri District Assembly	15,000.00
24	Nanumba South District Assembly	1000.00
25	Pru West District Assembly	10,000.00
26	Regional Coordinating Council, Greater Accra	10,000.00
27	Assin Fosu Municipal Assembly	20,000.00
28	Yendi Municipal Assembly	15,000.00
29	Garu District Assembly	17,500.00
30	Akatsi South District Assembly	10,000.00
31	Builsa South District Assembly	10,000.00
32	Weija-Gbawe Municipal Assembly	40,000.00

S/No.	IP	Amount (GHC)
33	Bawku West District Assembly	15,000.00
34	Dormaa Central Municipal Assembly	18,000.00
35	Sekondi Takoradi Metropolitan Assembly	60,000.00
36	Saboba District Assembly	10,000.00
37	Karaga District Assembly	15,000.00
38	Kpandai District Assembly	2000.00
39	Bawku Municipal Assembly	18,200.00
40	Amenfi Central Assembly	12,000.00
41	Agona East District Assembly	1,200.00
42	Nabdam District Assembly	1,200.00
43	Nkwanta North District Assembly	6,000.00
44	Kintampo South District Assembly	40,000.00
45	Bole District Assembly	50,000.00
46	Berekum East Municipal Assembly	16,000.00
47	Ada West District Assembly, Sege	4,000.00
48	Sekyere Central District Assembly, Nsuta	20,000.00
49	Nanumba North Municipal Assembly	8,000.00
50	Akatsi North District Assembly	4,000.00
51	Tempene District Assembly	32,500.00
52	Sekyere Afram Plains District Assembly	400.00
53	Ho West District Assembly	8,000.00
54	Asunafo North Municipal Assembly	25,000.00
55	Star Ghana	100,000.00
56	Ghana Integrity Initiative (GII)	595,300.00
57	leadAfrique International	584,732.50
58	Ghana Anti-corruption Coalition (GACC)	413,902.20
59	Centre Of Posterity Interest Organization	1,000.00
60	Adentan Municipality	52,388.00
61	Drivers and Vehicle Licensing Authority (DVLA)	329,600.00
62	Ministry of Fisheries	20,000.00
63	Ministry of Information	40,000.00
Total Dedicated Budget for NACAP Implementation		GhC 5,541,449.52

Appendix C: List of IPs with Designated Schedule Officers/Focal Persons

S/No.	Name of IP	Focal Persons
1	Bodie District Assembly	Mr. Abdul-Razak Monyu, (District Planning Officer) Tel: 0240117185
2	Centre Of Posterity Interest Organization, Techiman	Mr. Mustapha, Executive Director Tel: 0206736900
3	National Commission for Civic Education (NCCE)	Mr. Johnson Opoku, Director, Programmes Tel: 0243448598
4	Tain District Assembly, Brong-Ahafo	Mr. Gedion Awuah, Planning Officer Samuel Adomako kwasipaa740@gmail.com Tel: 0245893171
5	Nanumba South District Assembly	Mr. Ibrahim M. Saani, Assistant Planning Officer, Tel: 0244026787, imaychaw@gmail.com & Mr. Zakaria Tahiru, Assistant Director
6	Assin South District Assembly	One Senior Male Officer designated
7	National Communication Authority	Mrs. Abena Asafu-Adjei, Director Legal & Golda Adjei Sowah- Deputy Director Regulatory Administration
8	Hohoe Municipal Assembly	Wahabu Zakari, a Principal Development Planning Officer. E-mail: wahabza@yahoo.com Tel: 0243002809
9	Pru West District Assembly	Mr. Daniel Nnebini Nyamekye, District Development Planning Officer, Tel: 0244563936
10	Dormaa East District Assembly	The Planning Officer and Deputy Coordinating Director, designated Anthonia Ayamga ayamganthonia@gmail.com Tel: 0208726842
11	East Gonja Municipal Assembly - Salaga	Mr. Ibrahim Salifu, Assistant Director, (II B) E-mail: ibnsaf@gmail.com Tel: 0206777514
12	Ketu South Municipal Assembly	Mr. John Young, Local Government Inspector. Tel: 0243339585
13	Abura/Asebe/Kwamankese District Assembly	Mr. Jerry Anim a Senior Officer
14	Sunyani West District Assembly	Mr. Stephen Boahen Sakyamah, District Development Planning Officer, (0242323474)
15	Adansi South District Assembly- New Edubiasi	Mr. Hussein Haruna Nkansah, Assistant Director (I), Tel: 0244062648
16	Jaman North District Assembly - Drobo	A Male District Budget Analyst Osei Hwedie oseihwedie@ymail.com Tel: 243953725
17	Wassa East District Assembly	Two (2) Senior Officers (a male and a female), designated

S/No.	Name of IP	Focal Persons
18	Lawra Municipal Assembly	A Focal Person, designated Mark A. Kpenye annamuri.kk@yahoo.com Tel: 202859440
19	Sissala West District Assembly	Mr. Sherif Mohammed Osman, Development Planning Officer, Tel: 0202303434 & Mr. David Era Nuorniba, Budget Analyst, Tel: 0208091117
20	South Dayi District Assembly	Mr. Yahuza Dimmie, Assistant Director IIA Tel: 0208963596 Email: yahudim@yahoo.com
21	Ministry of Finance	Mr. Augustus Kwasi Adu, Chief Economics Officer, Policy Coordination, Monitoring and Evaluation Division, Tel: 0202030373
22	Prestea-Huni-Valley Municipal Assembly, Bogoso	Mr. Samuel Bukuro, the Assistant Internal Auditor Tel: 0244520234
23	Attorney General's Department	Mr. Asiam Sampong, Chief State Attorney & Mr. Ferdinand Addo, Research Officer Ferdinand Addo, Bernard Ofori-Amoako ferdiaddo@gmail.com, oabernard250@yahoo.com, oabernard20@gmail.com 0244961200, 0246532902
24	Ministry of Transport	Ms. Theresa Fiador & Nana Yaw Kwakye both Senior Officers, designated Kwakye@yahoo.com Tel: 0243373773,
25	Tano South Municipal Assembly	Evans Akingya, akinevans@yahoo.com Tel: 248541665
26	Binduri District Assembly	Mr. Alhassan Haruna Tia, District Development Planning Officer Tel: 0249548830/ 0208568378
27	Awutu Senya East Municipal Assembly	Mr. Richard Akrofi, Assistant Director (II B)
28	Kpandai District Assembly	Mr. Mahama Nayi Yakubu. A Senior Officer Tel: 0203190242 Yakubu M. Mahama mahamamayiyakubu@gmail. Tel: 542024792
29	Office Of The Head Of Civil Service	Mrs. Cecilia Erzua, Director, RCU Tel: 0243348717 Email: cerzuah@yahoo.com & Benedict Boadi, Senior Mgt. Analyst, (RCU) Tel: 024239532 Email: iamkofib@gmail.com
30	Zabzugu District Assembly	Ms. Diana Samata Diabor, a Budget Analyst, Tel: 0244146401 / 209252299
31	Afigya Kwabre South District Assembly- Kodie	Mr. Jamon Feigben, District, Planning Officer Tel: 0243453818
32	Kpando Municipal Assembly	Mr. Jeffrey M. Hevi, Human Resource Manager Jeffrey Hevi jeffkwakujayson@gmail.com 249315115
33	Asunafo South District Assembly	Mr. Eric Tetteh Assistant Director IIA Eric Tetteh albert2tet@yahoo.com 209078322

S/No.	Name of IP	Focal Persons
34	Creative storm network	A male Senior Officer designated Mathias Viffah mviffah@gmail.com 0245421531
35	Star Ghana	A female Senior Officer, designated Sarah Adjei SAdjei@star-ghana.org 0246720801
36	Ministry of Defence	Mrs. Alice Obeng, Principal Budget Analyst Tel: 0244534064 Email: alicea.obeng@gmail.com & Ms. Theresa Akpene Voegborlo, Assistant Development Planning Officer Tel:-0547826401 Email: akpenevove@gmail.com
37	North Gonja District Assembly- Daboya	Mr. Bawa Nuhu Lesseini, Assistant Director, Tel: 0208435819/0541356540
38	Adaklu District Assembly	Mr. Atigah Samuel Junior Yao, Assistant Accountant Tel: 0245115347
39	North Dayi District Assembly	Mr. Yakubu Mohammed Hardi Yakubu Mohammed Hardi nkpahimba1@yahoo. Tel: 242151588
40	Ministry of Works and Housing	Mr. Yaw Lorlorwu Sekyi, Deputy Director Tel:- 0235322555 Email:- deunion225@gmail.com
41	Jaman South Municipal Assembly - Drobo	Mr. Hinneh Amframfo Ameyaw, Human Resource Manager, huyxilla@yahoo.com Tel: 245032381
42	Nkwanta South Municipal Assembly, Oti Region	Mr. Isaac Adjeapon, Municipal Development Planning Officer Tel: 0549430387
43	Social Security and National Insurance Trust (SSNIT)	A Senior Audit Manager & Human Resources and Compensation Manager Tel: 0202010247
44	Regional Coordinating Council- Greater Accra	Mrs. Jemima Lomotey, Chief Development Planning Officer Tel: 0265035309
45	Upper Denkyira East Municipal Assembly	Mr. Eric Appiah, Head of Internal Audit Unit
46	Assin Fosu Municipal Assembly	Mr. Benjamin Effah Werehene, Internal Auditor Tel: 0243711190
47	Regional Coordinating Council, Wa	Hamza Abdulai Wumbei ahwums@yahoo.com Tel: 249454440
48	Regional Coordinating Council- Tamale	Mr. Abdul-Haq S. Alhassan, ADIIA, Tel: 207393024
49	Dafiama Bussie Issa District Assembly	Hardi S Mohammed mhsunkari@gmail.com Tel: 240208814
50	Wassa Amenfi West Municipal Assembly	Amoah Edward K. amoahjunior84@yahoo.com Tel: 243917401
51	Yendi Municipal Assembly	Saani Abdulai saanivuttin@yahoo.com Tel: 244012914
52	Internal Audit Agency	Mr. Albert Owusu Tagoe, Senior HR Manager Tel: 0243977367

S/No.	Name of IP	Focal Persons
53	Ghana Export Promotion Authority	Ms. Catherine Gordor and Ms. Janet Amarh , Senior Export Development Officers Catherine Gordor Cesinam26@gmail.com +233-244705866
54	Tamale Metropolitan Assembly	Hajarah Sambo hajarahsambo@yahoo.com Tel: 246579667
55	Dormaa Central Municipal Assembly	Mr. Mark Maxwell Mensah, Assistant Director (1) Tel: 0200812054 Mark Mensah markmaxwellmensah@yahoo.com Tel: 200812054
56	keta Municipal Assembly	Mr. Selorm Yao Ahiekpor, Assistant Director (II A) Tel: 0243087501
57	Garu District Assembly	Mr. Musah Daniel Tobinyale Musah Daniel T musdantob@yahoo.com Tel: 249077766
58	Ghana National Ambulance Service	Mr. Simon Akayiri Nyaaba, snyaaba@gmail.com Tel: 0203372033/ 0549885283 Email.: simmon.nyaaba@nas.gov.gh
59	Akatsi South District Assembly	Mr. Daniel N.A. Ankrah, District Planning Officer, Tel: 0243344925
60	Builsa South District Assembly - Fumbisi	Mr. Hillary Akanlu, District Planning Officer Tel: 0558072022 & Mr. Thomas Hamelo District, Budget officer Tel: 0546677810
61	Weija-Gbawe Municipal Assembly- Weija	Mr. Francis Atta-Woode Francis Atta-Woode fatwood2002@yahoo.com Tel: 246535818
62	Yunyoo Nasuan District Assembly	Mr. Samuel Namong, an Assistant Director Tel: 0241693999 E-mail: samuelnamong58@gmail.com
63	Bawku West District Assembly	The District Planning Officer (a male), designated Joseph Agbango asaabj@yahoo.com 243258992
64	Wassa Amenfi East Municipal Assembly-Akrongpong	Mr. David Kwaw Madjitey Tel: 0246157658
65	Gomoa West District Assembly	Mr. Emmanuel K. Bonney Tel: 024379100
66	Sekondi Takoradi Metropolitan Assembly	Mr. Frederick Love Asiedu-Enchil, Assistant Human Resource Manager Tel: 0242302762
67	Saboba District Assembly	A senior Officer, designated Iddrisu M Abdulai iddrisubd1@yahoo.com Tel: 243444611
68	Ledzekuku Municipal Assembly- Teshie	Mr. Atiogbe Nicholas Tetteh, Municipal Director Tel: 0508770348
69	Komenda-Edina-Eguafo Abrim Municipal Assembly	The Assistant Director (II B), designated

S/No.	Name of IP	Focal Persons
70	Ministry of Environment, Science, Technology & Innovation (MESTI)	Ms. Marian Banson Tel: 0244172395 E-mail: trudybans@yahoo.com
71	CSIR	Mr. Ameyaw Nyamekye, anyamekye@yahoo.com Tel: 0241722104 Joshua Addae-Boateng, joeaboct@gmail.com Tel: 0249621438
72	GAEC	Mr. Aboh Sedem, monitoring-evaluation@gacgh.org Tel: 0269872520 & Mr. William Kojo Srehamah Tel: 0244598367 E-mail: willsrek@yahoo.co.uk
73	EPA	Mr. Felix Mote, E-mail: felixmote@epa.gov.gh Tel: 0501301536
74	LUSPA	Mr. Nada Tandoh, E-mail: nadatandoh@hotmail.com Tel: 0268110607
75	NBA	Mr. Oppong Addo, oppongaddo@yahoo.com Tel: 0206115561
76	NRA	Ms. Annie Dweh, anniedwed@gmail.com Tel: 0207374931
77	Office Of The Senior Minister	Mr. Samuel M. Gyepi-Garbrah, Snr Internal Auditor samuel.garbrah@osm.gov.gh 0274000064 & Mr. Delali Dokosi, Deputy Director HR
78	Karaga District Assembly	Tanko S. Abdulai nyabubiyoon34@yahoo.com Tel: 205604517
79	East Mamprusi Municipal Assembly	Mr. Sulemana Zulkalneine, Development Planning Officer, E-mail: sulemanazulkalneine@gmail.com Tel: 0202368000/ 0246620697
80	Pusiga District Assembly	Mr. James Daare Saaka, Assistant Development Planning Officer Tel: 0209530223
81	Ministry of Gender, Children & Social Protection	Mrs. Thelma Ohene-Asiamah, Deputy Director, Tel: 0275010596 E-mail: thelasiamah07@gmail.com & Mr. Abdul Karimu Tossa, Chief Internal Auditor Tel: 0242570741 E-mail: ak.tossa@mogcsp.gov.gh
82	Bawku Municipal Assembly	Mr. Abdul-Rahman Nuhu Nuhu Abdul Rahman nkaara@gmail.com 203246476
83	Ahanta West Municipal Assembly	Mr. Michael Agyin, Human Resource Manager Tel: 0543984613 & Ms. Dora Adomako, (Business Advisor) Tel: 0246997496
84	Amenfi Central Assembly	A Senior officer, designated
85	Pru East District Assembly	Mr. Vincent Banye Vincent Banye vbanye@gmail.com 249607818
86	Gomoa Central District Assembly	Mr. Daniel Aparik, Human Manager Tel. 0243267386

S/No.	Name of IP	Focal Persons
87	Bia East District Assembly	Carlis Jojo Dolphine carlisdolphine@hotmail.com Tel: 541415147
88	National Board for Small Scale Industries (NBSSI)	Mr. Boakye A. Godfred, A Project Officer from PPME godboah@yahoo.co.uk 0244705248, 0269440469
89	Bank Of Ghana (BoG)	Mr. Kofi Eyeson, Caroline Tarquah, Edwin Tetteh, Nana Afriyie Oppon-Antoh E-mail: kofi.eyeson@bog.gov.gh edwin.tetteh@bog.gh.gh, caroline.tarquah@bog.gov.gh Tel: 0244023549/0244304991
90	Ahafo Ano North Municipal - Tepa	A Senior Officer, designated
91	Sene East District Assembly	Mr. Abdulai Ibrahim Alhassan, District Planning Officer, Tel: 0243958102, E-mail: aialhassan1979@gmail.com
92	Wa Municipal Assembly - Wa	A senior officer has been designated Zaidu Yakubu M. zaiduyakubu75@gmail.com Tel: 208396179
93	Akatsi North District Assembly	Ms. Magdalene Sefakor Fummey, District Planning Officer Tel: 0208205472
94	Public Service Commission	Ms. Ernestina Oppong-Yeboah, Deputy Secretary ernestina oppong-yeboah tinaik2002@yahoo.com 0264890661 & Mr. Felix Tsidzi, Assistant Deputy Secretary
95	Wa East District Assembly	Mr. Rasheed Mumuni Rasheed Mumuni rashington10@yahoo.com Tel: 0548996237
96	Kumbungu District Assembly	A Senior Officer, designated Charles Akurugu akurugucharles@gmail.com 204722460
97	Aowin Municipal Assembly- Enchi	Mr. Oduro-Boampong William, Planning Officer Oduro Boampong jruie2533@gmail.com Tel: 0244830693
98	Central Tongu District Assembly	Mr. Atsu Awayevoo, Assistant Director (II A), Tel: 0246693684, E-mail: atsuawayevoo@gmail.com
99	Bongo District Assembly	Mr. Abdul Ganiw Hussein (Development Planning Officer) Tel: 0249164909
100	Nabdam District Assembly	Mr. John Muniru Awini (Assistant Director IIA) Tel: 0246827755
101	Gomoa East Distric Assembly	Mr. Walter Odartey Lamptey
102	Nkwanta North District Assembly	Mr. Alhassan Issah (District Planning Officer) Alhassan Issah alhassan0727@yahoo.com

S/No.	Name of IP	Focal Persons
103	Kintampo South District Assembly	Mr. Samuel Abisgo, Email: samuelabisgo@yahoo.com Tel: 0208288577
104	Atebubu Amanten Municipal Assembly	Mr. Atibilla Thomas, Municipal Planning Officer Tel: 0246728720 Email: atibillathomas@yahoo.com
105	Ekumfi District Assembly- Essarkir	Mrs. Rebecca Amofa Appiah, (Human Resource Manager)
106	Ministry of Lands & Natural Resources	Ms. Mercia Aidoo, Assistant Director Tel: 0244223113
107	South Tongu District Assembly	Mr. Benjamin Kwasi Tettey, Internal Auditor ktettey20@yahoo.com Tel: 0206437778
108	Ministry of Youth & Sports (MoYS), Accra	Mr. Wumbei Ibrahim & Mr. Yaw Kutor, yawkutor.moys@gmail.com Tel: 0242624818, 027665603
109	Gushegu Municipal Assembly	Mr. Abdul Razak Mutaka, razmut86@gmail.com Tel: 0246779003
110	West Gonja District Assembly	Mr. Elijah Kombian Fant, Assistant Director IIA, fantelijah@gmail.com 208397796 Tel: 0208397796
111	Bole District Assembly	Mr. George Owusu, District Planning Officer Tel: 0242349139 & Mr. Amadu Abdul-Wahab, Marketing Information Systems (MIS) Officer Tel: 0546859101
112	Volta River Authority	Mr. James Napour, Director Internal Audit james.napour@vra.com Tel. 0205536153/ 0244961760
113	Fair Wages and Salaries Commission	Mr. Dollar Agbenu, Deputy Director (Finance & Administration). vandollar@yahoo.com Tel: 0501562646 & Mr. Augustine Ahamey, Head of Legal Tel: 0202015604
114	Ministry of Energy	Mr. Ernest D. Kwakuyi, Deputy Director (Gen. Administration), edkwakuyi2006@yahoo.com Tel: 0244117330
115	Sagnerigu Municipal Assembly	Aisha Ahmed aisha-a88@yahoo.com Tel: 205080005
116	Berekum East Municipal Assembly	Gladys Bawiah Ali gladysalibawiah@gmail.com Tel: 242962902
117	Agona East District Assembly	Mr. Bismark Bimpong
118	Office of the President (OoP)	Mr. Samuel. Abu Jinapor, Deputy Chief of Staff Mr. Kizito Ballans, Chief Director Francis Afelete, afelete2000@gmail.com Tel: 0205061174/ 0208162067
119	Kassena Nankana Municipal Assembly	Mr. Alexander Yaw Hedidor ahedidor@gmail.com, ahedidor@yahoo.com Tel: 0243537719, 0206910105

S/No.	Name of IP	Focal Persons
120	Nanumba North Municipal Assembly	Mr. Eric Ofori Arthur, (0202555802) ericofart@yahoo.com Tel: 0202555802, 0248011782
121	Ada West District Assembly-Sege	Mr. Godwin Dzivor, godwindzivor@gmail.com Tel: 0242373543
122	Sekyere Central District Assembly-Nsuta	Ms. Bernice Pomaa Damoah, Assistant Director IIB bernice.pormaa@yahoo.com Tel: 0207098466
123	Tempene District Assembly	Mr. Iddrisu Kelly, District Planning Officer Tel: 0206411868 E-mail: iddrisukelly@gmail.com
124	Sekyere Afram Plains District Assembly- Drobonso	Nana Okrah Thomas Kwame, Assistant Director 1 nanadebrah78@gmail.com 208969505 Tel: 0244215461/ 0208969505
125	Registrar-General's Department	Mr. Kwadwo Anim Nyantakyi, (Assistant Director IIB) Tel: 0544078243 Email:- mouseb2006@gmail.com
126	Ho West District Assembly	Mr. Emmanuel Doh, District Planning Officer dekedem@yahoo.com Tel: 244261814
127	Nkoranza South Municipal Assembly	A Senior Officer, designated Salmaan Alhassan alhassansalmaan@gmail.com Tel: 245282359
128	Regional Coordinating Council-Cape Coast	A Senior Officer, nominated
129	Central Gonja District Assembly	Mr. Dramani Abdulai, Development Planning Office adramani@yahoo.co.uk Tel: 0244851870
130	Nurses & Midwifery Council	Mrs. Florence Animwaa Darko, Senior Operations Officer, floxydarko@yahoo.com Tel: 0246963284
131	Ghana Anti-Corruption Coalition	Mr. Kwesi Boateng Asumeng, Programs Manager Michael Adisu research@gaccgh.org 0242007905
132	Ayawaso East Municipal Assembly-Nima	Abdul-Kadiri Jafaru jaykay755@gmail.com Tel: 0208941001/0246184316
133	Ministry of Aviation	Mr. Ismail Radjie & Ransford Abban-Mills, designated
134	Krachi East Municipal Assembly	A Senior Officer, designated
135	Bosome Freho District Assembly - Asiwa	Mr. Richard Osei, Assistant Civic Education Officer Tel: 0242235408
136	State Enterprise Commission	Mr. Ben Ozor, A Senior Consultant, designated Tel: 0244414830; E-mail: neneozor@gmail.com
137	West Mamprusi Municipal Assembly	Mr. Iddrisu Adam Tel: 0200706653/0541627092

S/No.	Name of IP	Focal Persons
138	Asunafo North Municipal Assembly	Mr. Osman Al - Hilal, Assistant Director II A Tel: 0242829889
139	Wa West District Assembly	A Senior (male) Officer, designated
140	KNUST	Prof. Christian Agyare, Head of Quality Assurance and Planning Unit Tel: 0246369803
141	Jirapa Municipal Assembly	Mr. Fuad Haruna, I. C.T. Officer Tel: 0542908053
142	Ghana Integrity Initiative	Mrs. Mary Awelana Addah, Programmes Manager Tel: 0501695949 & Mr. Jacob Tetteh Ahuno, Programmes Officer Tel: 0501695954
143	Ga South Municipal Assembly	Ms. Mabel Simpeh, Assistant Director (IIA)
144	Commission on Human Rights and Administrative Justice	The NACAP Support Unit (NISU) designated to coordinate the NACAP project.
145	Suame Municipal Assembly	A Senior Officer, designated
146	Effia-Kwesimintsim Municipal Assembly	Mr. Gideon Ekow Quayson, Municipal Statistical Officer Email: adonir24@gmail.com Tel: 0546402326/ 0203932474
147	Kpone Akatamanso	Mr. Francis Somuah Tel: 0242663520
148	Head of Local Government	Dr. Charles Kessey, Director Tel: 0206938889
149	Economic and Organized Crime Office	Mr. Abu Issah, Senior officer Tel: 0502339836
150	Centre for Democratic Development	Mr. Samuel Baaye, M&E officer
151	Nursing & Midwifery Council	Mrs. Florence Animwaa Darko, Senior Operations officer Tel: 0246963284

Appendix D: List of IPs with Sexual Harassment Policies

S/No.	IPs with Sexual Harassment Policies
1	Hohoe Municipal Assembly
2	National Communication Authority
3	Ketu South Municipal Assembly
4	Abura/Asebe/Kwamankese District Assembly
5	Sunyani West District Assembly
6	South Dayi District Assembly
7	Ministry of Finance
8	Prestea-Huni-Valley Municipal Asse - Bogoso
9	Office Of The Head Of Civil Service
10	Zabzugu District Assembly
11	Ministry of Works and Housing
12	Jaman South Municipal Assembly - Drobo
13	Asunafo South District Assembly
14	Social Security and National Insurance Trust
15	Ministry of Transport
16	Kpandai District Assembly
17	Ghana National Ambulance Service
18	Assin Fosu Municipal Assembly
19	Regional Coordinating Council-Wa
20	Dafiama Bussie Issa District Assembly
21	Jaman North District Assembly – Drobo
22	Internal Audit Agency
23	Ghana Export Promotion Authority
24	Pru East District Assembly –Yeji
25	Weija-Gbawe Municipal Assembly- Weija
26	Bawku West District Assembly
27	Dormaa Central Municipal Assembly
28	Gomoa West District Assembly
29	Sekondi Takoradi Metropolitan Assembly
30	Office Of The Senior Minister
31	leadAfrique International
32	Kpando Municipal Assembly
33	Komenda-Edina-Eguafo Abrim Muni Asse
34	Amenfi Central Assembly
35	Ministry of Gender, Children & Social Protection
36	Agona East District Assembly
37	National Board for Small Scale Industry (NBSSI), Accra
38	Gomoa Central District Assembly
39	Bank Of Ghana
40	Ahafo Ano North Municipal – Tepa

S/No.	IPs with Sexual Harassment Policies
41	Sene East District Assembly
42	Public Service Commission
43	Gomoa East Distric Assembly
44	Nkwanta North District Assembly
45	Kintampo South District Assembly
46	Atebubu Amanten Municipal Assembly
47	Ekumfi District Assembly- Essarkir
48	Ministry of Lands & Natural Resources
49	Wa Municipal Assembly – Wa
50	Volta River Authority
51	Fair Wages and Salaries Commission
52	Berekum East Municipal Assembly
53	Kassena Nankana Municipal Assembly
54	Tempane District Assembly
55	Sekyere Afram Plains District Assembly- Drobonso
56	Registrar-General's Department
57	Ayawaso East Municipal Assembly-Nima
58	krachi East Municipal Assembly
59	West Mamprusi Municipal Assembly
60	Kwame Nkrumah University of Science & Technology
61	Creative Storm Network
62	Kpone katamanso Municipal Assembly
63	Office of the Head of Local Government
64	Centre for Democratic Development
65	Economic and Organised Crime Office
66	Krachie West District Assembly
67	Ministry of Fisheries and Aqua-culture Development
Total	67

