

**Resetting
Ghana
Agenda:
Creating Jobs,
Ensuring
Accountability,
and Promoting
Share
Prosperity**

COMMISSION ON HUMAN RIGHTS AND ADMINISTRATIVE JUSTICE

Medium-Term Development Plan 2026-2029

CHRAJ MTDP 2022-2029
10/1/25

Contents

List of tables	3
List of figures	4
List of Acronyms and Abbreviations	4
Forward	7
Acknowledgement	8
Executive Summary	10
Chapter one: General introduction	15
1.0 Brief background	15
1.1 Vision	16
1.2 Mission	16
1.3 Functions and mandate,	17
(1) National Human Rights Institution.....	17
(2) Administrative Justice (Ombudsman).....	17
(3) Anti-corruption agency	17
Core Values.....	18
1.4 Organogram of CHRAJ	18
Figure 1.4: Map of CHRAJ.....	23
1.5 Structure of the various chapters	23
CHAPTER TWO: SITUATIONAL ANALYSIS OF CHRAJ	24
2.0 Introduction:	24
2.1 Existing Conditions and Diagnosis	24
2.2 Performance Review 2022-2025 MTDP	26
2.2.1 Improving the Human Rights situation in Ghana Performance Review (2022-2025)	26
2.2.2 Conduct Systemic Investigations	31
2.2.3 Monitoring Human Rights and SDG Implementation	31
2.3 Review of Improving Administrative Justice Performance in Ghana	33
2.3.1 Enforcing Administrative Justice in Public Service Delivery	33
2.3.2 Service Charter for Secondary Cities (MMDAs) developed	34
2.3.3 Capacity building of Client Service Units in all MDAs	35

2.3.4	Capacity building for Management personnel of selected MDAs in the principles of Administrative Justice	35
	Non-budget support.....	50
Chapter Three: Key Development Priorities		52
3.0	Introduction	52
3.1	Key Development Priorities from 2022-2025 MTDP:	52
3.2	CHRAJ Identified Development Issues under 2026-2029 MTDPF	53
3.3	CHRAJ Identified Development Priorities and Budget for 2026-2029	55
3.4	Prioritisation of CHRAJ Developmental Issues.....	56
CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES		59
4.0	Introduction:.....	59
4.1	Formulation of Development Goals, Objectives and Strategies	59
4.2	Integration of Spatial Plans:.....	62
CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES		63
5.0	Introduction	63
5.1	Development Programmes	63
5.2	Programme Financing	63
Chapter Six: Annual Action Plans.....		65
6.0	Introduction	65
Chapter Seven: Monitoring and Evaluation Arrangements		76
7.0	Introduction	76
7.1	Monitoring	76
7.2	Institutional Arrangement, Roles and Responsibilities	76
7.3	Key Actors of the M&E System	76
7.4	Roles and Responsibilities of Key Actors	78
7.5	Proposed processes for undertaking M&E.....	88
7.6	Implementing Proposed M&E Arrangements	89
7.7	Evaluation activities.....	90
7.8	Sustainability, Accountability, and Lessons Learned in Monitoring and Evaluation (M&E).....	90
Chapter Eight: Development Communication Strategy		93

Key Challenges	96
ANNEX 1: Update on Expenditure	97
References	98

List of tables

Table 1: SWOT Analysis of CHRAJ	24
Table 2: Number of Human Rights Cases Received and Closed (2022 -2025).....	27
Table 3: Number of reported cases of administrative injustice received, investigated and closed.....	33
Table 4: Number of corruption cases received and investigated	37
Table 5: Trainings of Institutions on PSIP facilitated by CHRAJ 2021-2024	40

Table 6: Status of Public Education Activities for CHRAJ mandates	43
Table 7: Type and Quantity of Human Rights Education Materials Produced	46
Table 8: Update on Revenue Sources GoG (2022-2024).....	49
Table 9: Update on GoG Expenditure (2025)	49
Table 10: Development Priorities and Budget for 2026-2029	55
Table 11: CHRAJ POCC Analysis.....	56
Table 12: CHRAJ Specific Development Goals, Objectives and Strategies	59
Table 13: CHRAJ Composite Development Programme of Action	63
Table 14: Programme Financing	63
Table 15: CHRAJ Annual Action Plan (Human Rights Programme)	66
Table 16: CHRAJ Monitoring Matrix 2026-2029	81
Table 17: MTDP Communication key messages, audience and channels	94

List of figures

Figure 1: Regional Organisational.....	19
Figure 2: Summary of Reporting Channel.....	19
Figure 3: Organisational Structure of CHRAJ.....	22
Figure 4: Locational Map of CHRAJ.....	23
Figure 5: Planned vs actual corruption investigations (2022-2024).....	38
Figure 6: Public Education Performance 2021-2024.....	44
Figure 7: Decentralisation of services in 16 regions.....	62
Figure 8: Institutional Arrangement for Undertaking M&E	77

List of Acronyms and Abbreviations

CHRAJ	Commission on Human Rights and Administrative Justice
MTDP	Medium-Term Development Plan
NDPC	National Development Planning Commission
MDAs	Ministries, Departments and Agencies

MMDAs	Metropolitan, Municipal and District Assemblies
NHRI	National Human Rights Institution
NHIS	National Health Insurance Scheme
NCCE	National Commission for Civic Education
NACAP	National Anti-Corruption Action Plan
GHS	Ghana Health Service
GES	Ghana Education Service
GRA	Ghana Revenue Authority
GII	Ghana Integrity Initiative
GACC	Ghana Anti-Corruption Coalition
GFD	Ghana Federation for the Disabled
NCPD	National Council on Persons with Disabilities
MoGCSP	Ministry of Gender, Children and Social Protection
OHCS	Office of the Head of Civil Service
PSC	Public Services Commission
PSCCHRAJ	Public Services Commission and Commission on Human Rights and Administrative Justice
ECMS	Electronic Case Management System
EMS	Electronic Management System
PSRRP	Public Sector Reform for Results Project
PSIP	Public Service Integrity Programme
SIGA	State Interests and Governance Authority
MoFAD	Ministry of Fisheries and Aquaculture Development
MoFARI	Ministry of Foreign Affairs and Regional Integration
MoRH	Ministry of Roads and Highways
MoY&S	Ministry of Youth and Sports
N&MC	Nursing and Midwifery Council
GGI	Good Governance Index
CPI	Corruption Perception Index
APR	Annual Progress Report
ADR	Alternative Dispute Resolution
ESCRs	Economic, Social and Cultural Rights
SDGs	Sustainable Development Goals
GBV	Gender-Based Violence

PWDs	Persons with Disabilities
CSOs	Civil Society Organisations
CBOs	Community-Based Organisations
DP	Development Partner
GoG	Government of Ghana
IGF	Internally Generated Funds
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
UNFPA	United Nations Population Fund
UNPRPD	United Nations Partnership on the Rights of Persons with Disabilities
DIHR	Danish Institute for Human Rights
WAPCAS	West Africa Programme to Combat AIDS and STI
CODA	Coastal Development Authority
ARAP/FIIAPP	Accountability, Rule of Law and Anti-Corruption Programme / Fundación Internacional para Iberoamérica de Administración Políticas Públicas
MONICOM	Monitoring Committee (for NACAP Implementation)
IPs	Implementing Partners
KAIs	Key Accountability Institutions
NEAC	National Ethics Advisory Committee
PSIs	Public Sector Institutions
RTC	Research and Training Centre
PPM&E	Policy, Planning, Monitoring and Evaluation
CoC	Code of Conduct
OoP	Office of the President
NGO	Non-Governmental Organisation
ACT Week	Anti-Corruption and Transparency Week

Forward

The Commission on Human Rights and Administrative Justice (CHRAJ) is committed to safeguarding the fundamental human Rights and freedoms of all persons, ensuring justice, and promoting good governance in Ghana. Over the years, the Commission has played a pivotal role in protecting citizens against human Rights violations, promoting accountability and transparency, and fostering a culture of integrity within public and private institutions.

This Medium-Term Development Plan provides a strategic framework to guide the Commission's work over the planning period. It reflects our vision, mission, and core mandates, while responding to emerging national priorities and global development trends. The plan identifies key focus areas, including the promotion of human Rights, the strengthening of administrative justice, the fight against corruption, and institutional capacity building.

It is designed not only to consolidate the Commission's achievements, but also to address existing gaps and challenges in the protection of human Rights and the promotion of good governance. Through this plan, CHRAJ aims to deepen public trust, enhance service delivery, and contribute meaningfully to the national development agenda.

The successful implementation of this Medium-Term Development Plan will depend on the commitment of CHRAJ staff, the support of Government, civil society, development partners, and the active participation of the citizenry. Together, we can create a just, accountable, and inclusive society where the Rights and dignity of every individual are respected and upheld. On behalf of the Commission, I wish to express gratitude to all stakeholders who contributed to the preparation of this plan. Your dedication and insights have been invaluable.

We look forward to working collaboratively to translate this plan into action and achieve the shared vision of a democratic, fair, and prosperous Ghana



DR. JOSEPH WHITTAL
Commissioner
CHRAJ

Acknowledgement

The Chairman of the 2026-2029 MTDP Technical Committee Team, on behalf of the Team, wishes to express our sincere appreciation to Dr Joseph Whittal, Commissioner of CHRAJ, and Mrs Mercy Larbi, Deputy Commissioner, for their

invaluable guidance, commitment and support to the planning process throughout the development of this Sector Medium-Term Development Plan. The preparatory process started in December 2024 when the Commissioner and his Deputy (Mrs Mercy Larbi) provided invaluable guidance to the CHRAJ Policy Planning, Monitoring and Evaluation (PPM&E) Unit in a two-day in-house working session to adopt CHRAJ prioritised development issues, objectives and strategies from the 2026-2029 Medium Term National Development Policy Framework Policy Matrix issued by the NDCP.

The Technical Committee Team extends its sincere appreciation to all Departmental Directors, Regional Directors, District Directors and various Units that provided valuable data and contributed to the preparation of the CHRAJ MTDP (2026–2029). It also expresses profound gratitude to Mr Charles Konglo (Principal Planning Analyst, NDPC) for providing technical guidance throughout the development process. Special thanks also go to the CHRAJ Policy Planning, Monitoring and Evaluation (PPM&E) Unit of CHRAJ for leading the preparation, data compilation, and analysis that informed this Plan.

Appreciation is further extended to members of the CHRAJ Technical Committee of the 2026-2029 MTDP, Mr Adams Fadil-Rahman (Head, PPME, CHRAJ), Gloria Owusu Mensah (Deputy Director, PPME, CHRAJ), Mr Charles Konglo (Principal Planning Analyst, NDPC), Mrs Gifty Awuku (Director, HR & Administration, CHRAJ), and Mr Joseph Ayombil (Head, Technology and Innovation, CHRAJ), for their dedication and consistency meeting timelines, providing data, consultations, and validation efforts that ensured the inclusiveness and accuracy of this CHRAJ 2026-2029 MTDP.

Once again, we acknowledged Commissioners' and management continued collective effort to uphold the vision of building a *free, just, and equitable society*

where human Rights and dignity are respected, power is accountable, and governance is transparent.

Executive Summary

The Commission on Human Rights and Administrative Justice (CHRAJ) is a creation of the 1992 Constitution. The Commission performs a triple mandate function of a national human Rights institution, an Administrative Justice (Ombudsman) office and an anti-corruption agency. It performs these functions

through investigation services, advisory services, monitoring and research, public education and integrity management.

In pursuance of its mandate, the Commission has prepared its MTDP 2022-2024. The priorities outlined in the new MTDP 2026-2029 are geared towards consolidating the gains of successive plans and programmes implemented by the Commission since its establishment. The 2026-2029 MTDP follows the policy matrix and planning guidelines issued by the National Development Planning Commission (NDPC).

The long-term vision of CHRAJ is to achieve a free, just and equitable society where human Rights and dignity are respected, power is accountable, and governance is transparent. Within this context, the 2026-2029 MTDP identifies key development interventions to be implemented with output, outcome and impact performance indicators.

The Commission's overall approved budget expenditure for 2021 to 2024 is GhC778,344,583.78. The actual releases from the central government were GhC153,754,131.93, reflecting a -80.2% gap between the target approved budget and the actual budget released. The Commission's budgeted revenue for between 2021 and 2022 fell short by -3.96 and -8.98. This saw improvements of 26.09% and 4.04% in 2023 and 2024. It is worth noting that the 2024 amount exceeded the approved budget due to increases in the Compensation released. By the close of 2024, the actual amount received from the Controller and Accountant General's Department (CAGD) is GhC77,378,800.29 out of the GhC91,843,824.58. The remaining balance is yet to be received in 2025.

The 2026-2029 MTDP of CHRAJ analysed the implementation of the 2022-2025 MTDP, with particular emphasis on factors that contributed to the attainment of development outcomes, those that militated against CHRAJ's efforts, and the lessons learnt that are useful for the next planning phase. These analyses were done through the lens of CHRAJ strengths, opportunities, weaknesses and threats (SWOT).

Of a projected target of 49,500 human Rights complaints within the 2026-2029 MTDP, a total of 37,403 complaints were recorded, representing 75.6% of the overall target. This reflects a steady performance in human Rights monitoring and

complaints received over the period. A planned target of conducting 5 systemic investigations by the end of 2025 could not be achieved. As of 2024, the Commission has completed 2 systemic investigations on the ‘Human Rights situation of persons in mining communities in the Western Region [2022 -2023]’ and ‘Human Rights situation of Persons with Albinism in the Eastern and Bono East Regions [2020 - 2022]’.

The 2022-2029 MTDP propose to strengthen reporting mechanisms by expanding access to complaint systems through CHRAJ's newly developed and installed ECMS digital platforms, toll-free hotlines, and mobile outreach in rural and marginalised communities. The Commission intends to escalate public awareness campaigns by focusing on awareness, sensitisation and public education programmes to inform citizens of their Rights, particularly regarding civil and political Rights, where under-reporting is high.

On monitoring the State of Human Rights (SOHR) and SDGs implementation in Ghana, the Commission completed a report on the impact of Coronavirus disease (COVID-19) on Economic, Social and Cultural Rights in Ghana in 2023 and 5 other reports on the implementation of SDGs.

The Commission, in partnership with Crossroads International and the French Embassy, initiated a project titled “Access to Justice Project on Gender-Based Violence Against Elderly Women Alleged as Witches in Ghana,” with the pilot phase commencing in September 2021 and concluding in May 2022.

The Commission enforce administrative justice in public service in Ghana through investigations. The Commission’s target for the MTDP 2022-2025 is to investigate 3,000 complaints of administrative injustices. The Commission has investigated a cumulative total of 630 cases from 2021 to 2024, far below the target of 3,000 set for 2025. Under the Service Charter for Secondary Cities project, the Commission trained Public Relations Complaints Committee members from Municipal Assemblies on grievance redress mechanisms and provided technical support to the Office of the Head of Local Government Service in the preparation of their Client Service Charter. The Commission planned to train 200 management personnel of MDAs in the principles of administrative justice. By the close of the 2024 reporting

year, the Commission had trained Senior Security Officers and quasi-security service institutions from selected MMDAs in the Ashanti Region.

The Commission's anti-corruption mandate was driven by the NACAP within the planned period 2022-2025. The cumulative budgetary allocation for CHRAJ NACAP implementation for 2022- 2024 was Gh¢6,566,500.00 (CHRAJ Budget Unit, 2022-2025). The Commission planned to investigate 500 complaints and allegations of corruption and contraventions/breaches of the Code of Conduct for the planned period 2021-2025. As of 2024, the Commission's target of achieving its planned investigations could not be achieved. The planned target of implementing 10 corruption risk assessments (CRAs) was not achieved, as CHRAJ had conducted 3 as of 2024. Within the NACAP implementation framework, the Commission have trained ethics officers nominated by public sector institutions, and several ethics desks/committees have been established in various public sector institutions, as reflected in the NACAP Annual progress reports 2015- 2024. The target of establishing an Ethics Development Centre was not achieved within the planned period.

The Public Service Integrity Programme (PSIP), a key initiative under the NACAP, focuses on strengthening integrity and accountability within public institutions. Primarily coordinated by CHRAJ, the PSIP aims to mainstream core integrity practices into public institutions. Its key architecture includes Assets Declaration Regime, Conflict of Interest Rules, Gift Policy, Oath of Office and the Generic Code of Conduct. The Commission has been consistent in rolling out the PSIP and has trained several public officials each year. The Commission also met its set target of preparing the annual State of Corruption Reports and celebrating the International Anti-Corruption Day (IACD). The target of conducting field monitoring visits of IPs could not be met. The MONICOM conducted 2 periodic field monitoring exercises in 2018 and 2021.

The target to implement the Memorandum of Understanding (MoU) for key accountability institutions (KAIs) on coordination has been achieved. The KAI Forum has been instrumental in improving coordination and cooperation among key institutions, minimising overlaps in their work, and addressing the efficient use of resources to address corruption and crime more effectively. The KAI forum is required to meet quarterly; however, due to financial challenges, it has not been able

to do so. In the year 2023, the Forum met once in November 2023, and no meeting was held in 2024.

The HiLIC has constituted a National Evaluation Team, which successfully evaluated the final implementation of the NACAP (2015-2024). The Team is composed of the Ghana Statistical Service (GSS), three academic experts who are neutral in the NACAP implementation, and two International Evaluation Advisors. The Independent Evaluation Section (IES) of the United Nations Office on Drugs and Crime (UNODC) provided report templates for the final evaluation of NACAP.

The Commission has achieved its planned public education activities for the general public far ahead of the planned targets. The Commission has planned 15,000 human Rights, 5,000 principles of administrative justice, and 5,000 anti-corruption public education activities for the public by the close of 2025.

By the close of 2024, the Commission had organised 25,380 human Rights, 6,993 activities on the principles of administrative justice and 8,089 anti-corruption public education and awareness creation programmes from 2021-2024. The planned public education programmes organised on the 3 mandates were 25,100, and the actual public activities achieved as of 2024 are 51,572. In addition to the routine public education programmes, the Commission completed 30 public education programmes on Harassment in 20 public and 10 private schools in the Greater Accra region in 2023. It has also educated the general public on the mandates of CHRAJ through live television and radio programmes, and the use of an Information Van to play sketches on stigma and discrimination on topical issues. Notwithstanding the excellent ratings of the public education mandates of the Commission, it was observed that 10 district offices could not carry out any public education activities due to a lack of funds in 2023 and 2024. The Commission exceeded its target of producing 10,000 IEC Materials on all the mandates. It has produced 20,000 Fact sheets, leaflets, etc., on administrative justice and large quantities of educational materials were developed under the NACAP programme and human Rights mandates.

The plan has an elaborate communication strategy intended to serve as a public accountability and transparency instrument by utilising both e-dissemination approaches with traditional methods such as radio discussions, dialogue workshops,

durbars, town hall meetings, and press conferences. This is to ensure that the information that the systems produce is publicly visible and easily accessible.

Chapter one: General introduction

1.0 Brief background

Chapter one of the plan provides the background of CHRAJ, including its vision, mission, functions, and core values. It uses the organisational charts and the location map to illustrate the existing current setup of the Commission.

1.1 Vision

The new vision of the Commission, occasioned by its new MTDP, is:

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

1.2 Mission

The mission statement of CHRAJ is:

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

We do these through:

- INVESTIGATION SERVICES – Includes mediation, negotiation, case management, case referrals, court actions, systemic investigations, panel hearing
- ADVISORY SERVICES – opinions given to government, government agencies, and individuals
- MONITORING AND RESEARCH –, Dissemination, advocacy and training;
- statistics and data management;
- documentation and library services
- PUBLIC EDUCATION – creating public awareness on the mandates and services of the Commission through seminars, symposia, lectures, media engagements, debates, quizzes, essay competitions etc.

- INTEGRITY MANAGEMENT – gift management, conflict of interest, assets declaration, ethics

1.3 Functions and mandate,

The three mandates of CHRAJ are:

(1) National Human Rights Institution

Article 218 (a), (c) and (f) of the 1992 Constitution and Section 7(1) (a), (c) and (g) of the CHRAJ Act mandates the Commission to protect universal human Rights and other freedoms relating to civil, political, economic, social and cultural Rights. It performs this mandate through: (i) Promotion and prevention (public education and awareness creation, research and monitoring) (ii) Protection and enforcement (investigations). It also has the role of reporting annually to Parliament on the performance of its functions

(2) Administrative Justice (Ombudsman)

Article 218 (a), (b) of the 1992 Constitution and section 7(1) (a), (b) of Act 456 mandates the Commission to protect and promote administrative justice to ensure that the government and its officers are accountable and transparent. The Public Services Commission and other administrative organs of State, the Armed Forces, the Police Service and the Prison Service are also to be investigated upon receipt of complaint concerning their functioning “in so far as the complaints relate to the failure to achieve a balanced structuring of those services or equal access by all to the recruitment of those services or fair administration in relation to those services” – Article 218 (b).

(3) Anti-corruption agency

As an anti-corruption agency, Article 218 (a) & (e); 284-288 of the 1992 Constitution and Section 7(1) (a), (e) & (f) of Act 456 is mandated to:

- Investigates allegations of corruption and conflict of interest, abuse of power/office, and misuse of public monies in the public service;
- Investigates disclosures of impropriety under the Whistleblowers Act and complaints of victimization of whistleblowers in both the public and private sectors;

- Provides free advice and services on corruption prevention in Ghana;
- Works to reduce opportunities for corruption in corruption-prone sectors by assisting to implement corruption prevention measures and putting in place robust systems for checking corruption.
- Sensitizes the general public about corruption and enlist public support to fight corruption at all levels of society.

Core Values

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

1.4 Organogram of CHRAJ

The Commission currently has in its organisational structure the following:

The Commission: The Commission is the governing body of CHRAJ. It is made up of the Commissioner and two deputies. They are responsible for making strategic decisions that will drive the Commission towards achieving its vision. Constitutionally, CHRAJ is an independent body and must be so in both form and functions, as shown in the governing council, which has no external members.

Senior Management: This comprises Directors who are heading the various departments of the Commission. The Commission has 8 main Departments during the 2022-2025 MDTP, namely:

1. Human Rights
2. Administrative Justice
3. Anti-Corruption

4. Investigations
5. Public Education
6. Research
7. Finance and
8. Administration

The Commission is present in all 16 administrative regions with 2 additional sub-regional offices in Tema and Obuasi in the Greater Accra and Ashanti Regions. There are 261 MMDAs in Ghana, of which the Commission is present in 182 Offices.

Figure 1: Regional Organisational

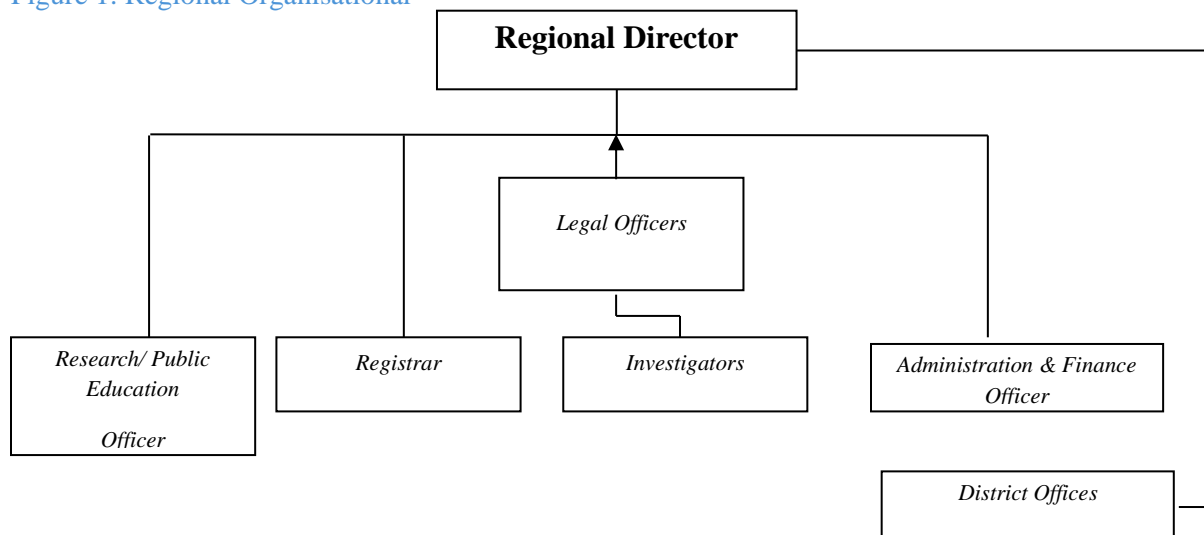
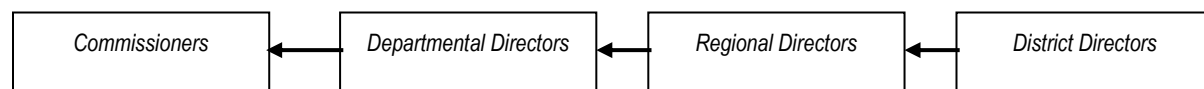


Figure 2: Summary of Reporting Channel



Within the planned period, the Commission has reviewed its organisational structure, which made space for more Departments, making it possible for the cross-cutting functions and departments which were before subsumed under other departments to have visibility and more freedom to operate. The Departments are:

- Human Rights Department: As a thematic mandate, this department promotes and protects the fundamental human Rights and freedoms of Ghanaians through investigation, enforcement, public education, and research.

- Administrative Justice Department: This department ensures that the government and public officials uphold the administrative justice provisions in the Constitution and are accountable and transparent.
- Anti-Corruption Department: This department investigates the abuse of power, corruption, conflict of interest situations, code of conduct of public officers, impropriety and complaints of victimisation of whistleblowers.
- Research Department: This department supports both the thematic and functional mandates by ensuring that research of the Commission is well coordinated, sustained and supported with the requisite concerted efforts and relevant documentation.
- Public Education Department: This department is responsible for awareness creation on the mandates of the Commission, as well as generally educating the general public on their Rights and freedoms.
- Investigations Department: As a functional mandate, the Commission is to investigate cases that fall within its mandate areas. This department is responsible for coordinating the investigation activities of the Commission but focuses its energy on high-profile cases that come to the Commission.
- Legal Services Department: This department is responsible for enforcing the decisions of the Commission. They go to court on behalf of clients to secure judgment as well as give legal advice on cases.
- Human Resources and Administration Department: This department is responsible for staff welfare, the day-to-day operation of the office and logistics
- Finance Department: This department takes care of the financial planning to support operations of the Commission and meeting internal and external financial reporting obligations on the finances of the Commission.
- Budget Department: This division plans and prepares budgets for the Commission's activities.
- Strategic management and innovation: was formed in September 2021 to address to address the strategic goals outlined in the 2021-2025 strategic objectives and beyond. The SMI department comprises of the original Technology and Innovation (ICT) Unit and a Strategic Management team. Together we form the Strategic Management and Innovation (ICT) team. The SMI department oversees strategy development, strategy implementation, strategic review, strategy coordination and communication, strategy evaluation, ICT management, and managing new initiatives.

The Departments, Units and sections of the Commission are represented in Figure 1.2 below:

Figure 3: Organisational Structure of CHRAJ

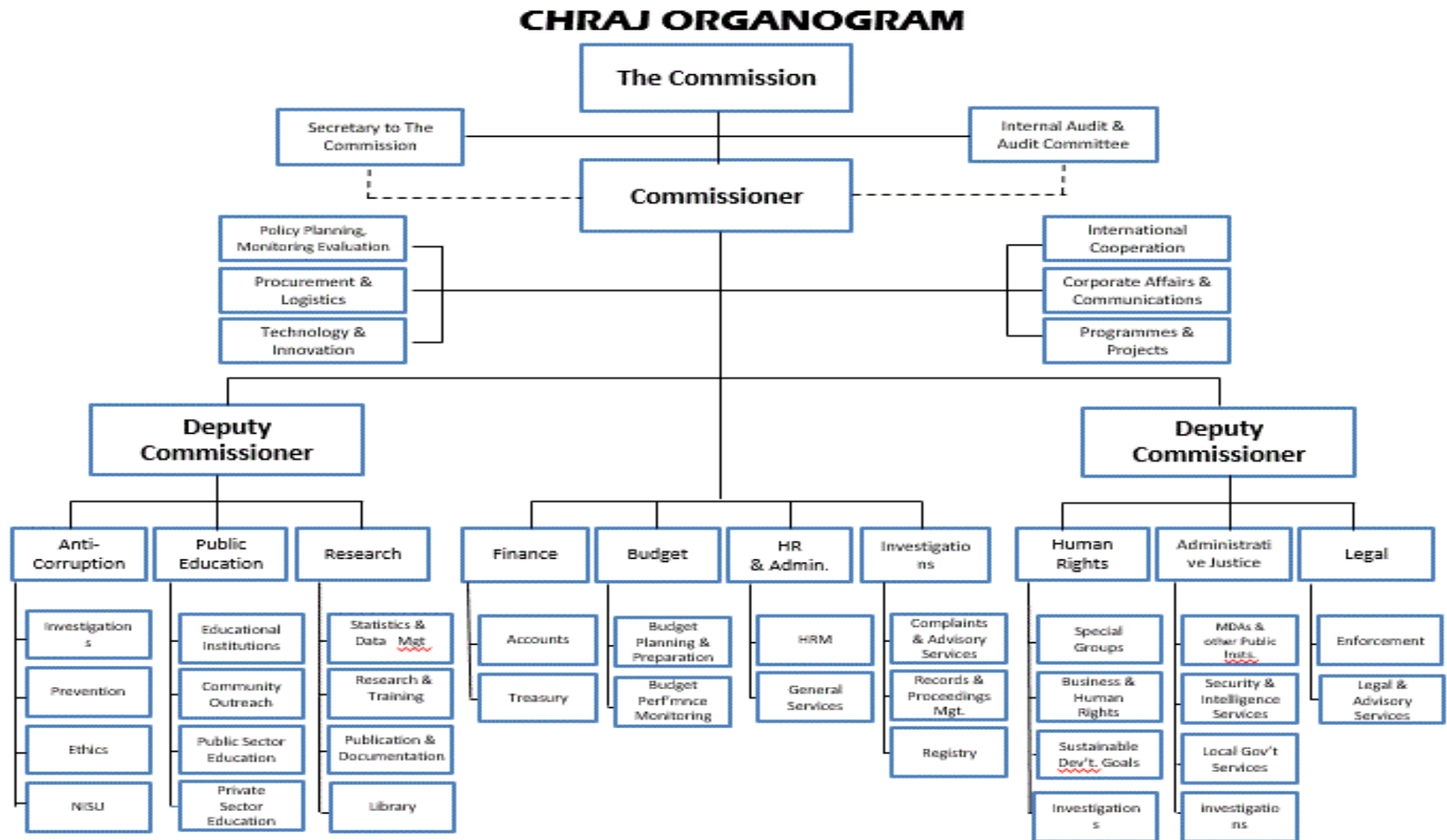


Figure 4: Locational Map of CHRAJ



Figure 1.4: Map of CHRAJ

1.5 Structure of the various chapters

This MTDP contains 8 chapters. Chapter one gives the general introduction; chapter two discusses the situational analysis of CHRAJ. Chapter three of the MTDP prioritised the key development, chapter four identifies the development goals, objectives and strategies of the plan, and chapter five is the development of composite development programmes of the Commission.

Chapter six compiles the annual action plans, chapter seven is on the monitoring and evaluation arrangements of the plan, and chapter eight is on the development of a communication strategy.

CHAPTER TWO: SITUATIONAL ANALYSIS OF CHRAJ

2.0 Introduction:

This chapter highlights the performance review of the implementation of CHRAJ for the 2022-2025 MTDP. The chapter focuses on factors that contributed to the attainment of the development outcomes, those that militated against CHRAJ efforts and the lessons learnt that are useful for the next planning phase. It thoroughly reviews the financial resources implementation of the 2022-2025 MTDP and the existing conditions and diagnosis, and the implications these portend for the 2026-2029. Chapter 2 identifies the Strengths, Weaknesses, Opportunities and Threats (SWOT) and the MTD needs assessment of CHRAJ.

2.1 Existing Conditions and Diagnosis

The analysis and diagnosis of CHRAJ's existing conditions were done based on the strengths and opportunities that existed and have been utilised to address the identified issues. The weaknesses and threats that can derail development efforts were also identified and analysed so that corrective measures could be formulated. The results of the analysis of CHRAJ strengths, opportunities, weaknesses and threats (SWOT) are represented in Table 1:

Table 1: SWOT Analysis of CHRAJ

Strengths	Weaknesses
<ul style="list-style-type: none">• Constitutionally independent mandate covering three domains at once — Human Rights, Administrative Justice (Ombudsman), and Anti-Corruption. Few institutions in Ghana (or Africa broadly) combine these powers under one roof, making CHRAJ a one-stop channel for citizens.• Nationwide coverage through regional and district offices ensures accessibility and public trust.• Legal authority: Power to investigate, subpoena, mediate, and recommend reforms.• Human capital: Staff with multidisciplinary expertise in law, mediation, and public education.	<ul style="list-style-type: none">• Slow digital transformation.• Case backlog: Some complaints take a long time to resolve due to resource constraints.• Limited social media and real-time communication with the public, which affects visibility among the youth.• Poor monitoring and evaluation of impact reports - whether recommendations to public institutions are implemented.• Inadequate and delayed government funding for operational activities, logistics, IT infrastructure, and public education.• Low confidence in anti-corruption cases.

<ul style="list-style-type: none"> • Institutional goodwill and recognition among the public and international partners. • Successful complaints handling & mediation turnover: Thousands of cases annually resolved or mediated, especially in labour, family, and administrative justice. • Nationwide Public education programs: Campaigns on corruption, human Rights, and governance have visibility and traction. • Policy influence: Contributions to NACAP, human Rights reports, and child Rights protection. • Free and direct access – no lawyer needed, no fees. • Strong relations with stakeholders within and without • Security of tenure of Commissioners 	<ul style="list-style-type: none"> • High staff turnover as employees leave for better-paying jobs in other agencies or the private sector, leading to loss of skills and institutional memory. • Uncompetitive conditions of service. • Inadequate dissemination of information on the work of the Commission.
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Goodwill and reputation of CHRAJ locally and internationally. • Access to international legal framework. • Nationwide use of Electronic Case Management System (ECMS). • AI-assisted document scanning & analytics to digitise backlog of closed cases. • Enhance Social media platforms for nationwide public education campaigns. • Opportunity to establish specialised desks (e.g., child Rights, extractive industries, disability Rights, environmental justice). • Possible legal reforms or political changes affecting CHRAJ's independence, budget allocation, or scope. 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Possible legal reforms or political changes affecting CHRAJ's independence, budget allocation, or scope. • Harmful religious and cultural beliefs. • Interrupted donor support. • Over politicisation of public office/public life. • Other oversight bodies (e.g., Office of the Special Prosecutor, NCCE, EOCO) are asserting roles in anti-corruption and public education. This could crowd CHRAJ's space or dilute visibility if collaboration is weak. • Younger populations engage mainly through digital platforms; failure to adapt risks alienating them. • Rising demand for transparency and accountability metrics by the youth —

<ul style="list-style-type: none"> • Strengthened partnerships with civil society, Office of the Special Prosecutor, and international donors. 	<p>citizens want to see measurable outcomes, not just investigations.</p> <ul style="list-style-type: none"> • Citizens expect faster, tech-driven complaint resolution (mobile apps, online updates). • Competition from better-paying agencies and private sector makes it difficult for CHRAJ to retain skilled staff.
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The diagnoses of the Demographic and Physical characteristics, Economy, Social, Environment, Governance, Emergency Preparedness and Response and Identification of SWOT are supplemented by maps, tables, charts, and other pictorial representations of issues where possible and their development implications. The Commission has also considered the potential implications these may have on the current and future development of CHRAJ.

2.2 Performance Review 2022-2025 MTDP

This section of the plan proceeds to review and assess the implementation of CHRAJ 2022-2025 MTDP performance in order to identify the development outcomes achieved for the period, with particular focus on the five thematic areas derived from CHRAJ mandates and functions:

2.2.1 Improving the Human Rights situation in Ghana Performance Review (2022 -2025)

Chapter Five of the 1992 Constitution of Ghana guarantees the fundamental human Rights and freedoms of all persons in Ghana without distinction. The Commission, as the National Human Rights Institution (NHRI) of Ghana, is mandated under article 218 (a), (c), and (f) of the 1992 Constitution to protect, promote, and enforce the fundamental human Rights and freedoms.

An outcome indicator to assess this objective is the *number of Human Rights cases received, investigated and closed annually*. The investigation function of CHRAJ is provided under section 7 (1) (a) and (c) of the Commission on Human Rights and Administrative Justice (CHRAJ) Act, 1993 (Act 456). The Commission has aligned its human Rights functions to reflect current thinking

and perspectives of protecting, promoting and enforcing the fundamental human Rights and freedoms in Ghana in line with aspirations and provisions in the United Nation (UN), African Union (AU), Global Alliance of National Human Rights Institutions (GANHRI), the Network of African National Human Rights Institutions (NANHRI), and other human Rights mechanisms adopted by Ghana. The Human Rights department has been reorganised into four units of (i) Investigations, (ii) Special Group (Aged, Persons with Disability, Key Population, Women and Children), (iii) Business and Human Rights and (iv) Sustainable Development Goals (SDGS) Units. This reflects the diversity of human Rights issues as envisaged in the commission’s MTDP.

This theme of the CHRAJ mandate is based on the Social Development dimension. In protecting the fundamental human Rights and freedoms of citizens, the Commission received and investigated cases across five major thematic areas: Children’s Rights, Economic, Social and Cultural Rights (ESCRs), Property Rights, Women’s Rights, and Civil and Political Rights, as illustrated in Table 2.

Table 2: Number of Human Rights Cases Received and Closed (2022 -2025)

Development Dimension	Indicator	Baseline (2021)	2022-2025 MTDP Target	Commulative outcome		Remarks
				Year	Data	
Social Development	Number of Human Rights cases received and assessed	8,412	Investigate 49,500 (9,900 yearly) [2021-2025]	2022-2024	29,019	
	Number of Human Rights cases declined	578		2022-2024	1,407	
	Number of Human Rights cases referred	371		2022-2024	1,032	
	Number of Human Rights cases investigated	2,281		2022-2024	8773	
	Number of Human Rights cases mediated	4,779		2022-2024	15,965	
	Number of Human Rights cases closed	8,009		2022-2024	27,177	

Source: CHRAJ National Registry (2024)

Overall Performance Against Target

Out of a projected target of 49,500 complaints set for the monitoring and reporting period, a total of 37,403 complaints were recorded, representing 75.6% of the overall target. This reflects a steady performance in human Rights monitoring and complaints received over the period.

Children's Rights

Children's Rights accounted for the largest proportion of complaints, 12,940, representing 35% of Human Rights complaints. An outcome indicator on reported cases of child trafficking and child abuse is also considered. The complaints on children's Rights were mainly on failure to pay remittances for the provision of the necessities of life for the child, issues on custody, access to natural parents, education, and paternity. The total number of children's Rights cases in 2024 was 3,109, of which there was no reported case on trafficking, and the Commission recorded 555 child abuse-related cases within the reporting year. This consistent trend underscores continued concerns around child protection, including abuse, neglect, exploitation, trafficking, and juvenile justice issues. The high reporting rate may be attributed to increased vigilance by schools, child protection services, community-based organisations, and improved access to child helplines.

Complaints related to Economic, Social and Cultural Rights (ESCRs) formed the second-largest category, 10,357 complaints (27.7%), indicating persistent challenges in areas such as labour-related Rights within private organisations, Rights to life, environmental health issues, witchcraft accusations and the Rights to health care.

The data suggests growing public awareness of socio-economic Rights and a stronger inclination to report violations linked to gender-based violence, inequality and service delivery failures.

The third highest complaint was women's Rights, 6,475 (17.3%). A significant portion of complaints received related to violence against women, reproductive health Rights, and access to basic needs of life such as food, clothing and shelter. A key performance indicator in this respect was the number of reported complaints of gender-based violence. Disaggregated data per annum indicates that, of 2,803 women's Rights-related complaints received in 2024, domestic violence complaints accounted for 555, compared to 509 in 2023.

While reporting may be increasing, barriers such as stigma, fear of retribution, and limited legal support may still inhibit more comprehensive documentation of women's Rights violations.

Complaints under property Rights recorded the fourth highest, 6,217 (16.6%), classified under the Rights to own property, inheritance Rights, destruction of property, trespass/ encroachment and the Rights to title deed. These issues are particularly acute in rural and peri-urban areas, where land titling and tenure systems remain weak or contested. The consistent volume of property Rights complaints indicates a need for policy reforms and stronger legal protection.

Civil and Political Rights recorded the lowest number of complaints, 1,414 complaints, accounting for only 3.8% of the total. Low reporting may reflect under-documentation rather than low incidence. Fear of reprisal, limited community participation, and lack of trust in institutions could be key deterrents to lodging formal complaints. Alternatively, it may point to a public focus on socio-economic Rights, which are more immediately experienced in daily life.

Another key performance indicator relates to the average number of days it takes to close human Rights-related cases. This is largely dependent on the complexity of the case. Nonetheless, after preliminary investigations, an alternative dispute resolution (ADR) mediation takes between 1 day to 3 months, subject to the cooperation of the respondent parties.

Observations and Implications

The high volume of complaints in some categories suggests increased awareness and improved access to reporting mechanisms. Whilst the shortfall in overall complaints received may indicate limitations in institutional outreach, case documentation, or barriers within the complaints management system. Thus, it may require intensified public education and institutional reforms to enable

effective reporting. There may also be limited public awareness of these categories of Rights or the NHRI's complaint mechanisms.

Cultural reluctance to report on human Rights-related grievances may be a factor. Alternative dispute resolution mechanisms (e.g., traditional leaders, family heads) may be preferred over formal complaint systems. There is also the possibility of overestimation in target setting: The annual target of 9,900 may be unrealistic based on historical data and actual demand patterns.

The new MTDP will concentrate on the following to improve the human Rights situation in Ghana:

1. Strengthen reporting mechanisms by expanding access to complaint systems, especially through digital platforms, toll-free hotlines, and mobile outreach in rural and marginalised areas.
2. Enhance public awareness campaigns by focusing on awareness, sensitisation and public education programmes to inform citizens of their Rights, particularly regarding civil and political Rights, where under-reporting is high.
4. Organise periodic M&E by instituting annual reviews of complaint trends to detect emerging issues and fine-tune intervention plans.

Notable progress has been made in documenting and responding to human Rights violations from 2021 to 2024 and exceeding the planned target for 2022-2025. However, the failure to meet uneven reporting across categories points to systemic challenges. There should be a renewed focus on human Rights awareness, community engagement, and institutional strengthening to bridge the gaps and ensure all citizens are able to claim their Rights without fear or hindrance.

2.2.2 Conduct Systemic Investigations

The target is to achieve 5 systemic investigations by the end of 2025. As of 2024, the Commission has completed 2 systemic investigations on the Human Rights situation of persons in mining communities in the Western Region [2022 -2023] and Human Rights situation of Persons with Albinism in the Eastern and Bono East Regions [2020 -2022].

2.2.3 Monitoring Human Rights and SDG Implementation

There are three key performance indicators to measure this output. One of the indicators is the number of State of Human Rights (SOHR) reports prepared. The Commission completed a report on the impact of Coronavirus disease (COVID-19) on Economic, Social and Cultural Rights in Ghana in 2023. The other indicator to measure this output is the *number of reports on the implementation of the SDGs in Ghana prepared*. The Commission has completed 5 reports on the implementation of SDGs programmes:

- (1) Report on Access to Justice on Gender Stigma and Discrimination
- (2) A Boot Camp for CHRAJ Human Rights Defenders – Practical hands-on learning for CHRAJ Staff on HIV/AIDS & Discrimination (SDG 3 – 3.3; SDG 5, 10 &16)
- (3) HIV Laws and Policies in Ghana: A Brief Overview of Strong Institutions
- (4) CHRAJ National Baseline Assessment on Business and Human Rights – SDG 5, 8, 9, 12, 14 &16
- (5) Children’s Rights related issues - SDG 4, 16.2, 1 & 8.

The last indicator to monitor human Rights and SDG implementation in Ghana is the number of reports on the “Rights to Vote” prepared. This indicator assesses the percentage of the citizenry who exercised their Rights to vote in presidential, parliamentary and district assembly elections in Ghana. Within the plan period, Ghana held one presidential and parliamentary general election in 2024. The Commission implore checklists and online Google Forms towards the assessment of the observance of the 2024 Presidential and Parliamentary elections. The scope of the exercises covers campaign monitoring, media monitoring, and the election day observation exercise. An interim report has been released to the press in commemoration of International Human Rights Day. The indicator has been fully implemented.

In 2021, CHRAJ, in partnership with Crossroads International, initiated a project titled “Access to Justice Project on Gender-Based Violence Against Elderly Women Alleged as Witches in Ghana,” with the pilot phase commencing in September 2021 and concluding in May 2022. The French Embassy contributed GHC718,467.55, and Crossroad International supported the program with GHS308,410.76. An additional phase of the project began in May 2023 and concluded in March 2024. Under the Access to Justice Project, sensitisation programmes were successfully organised in Yendi (2 each in SHS and in JSS) and districts (1 in SHS and 5 in JSS). Two National stakeholder meetings were organised on gender protection, institutional redress, and the legal regimes on GBV in Yendi & Nanumba South Districts. A National Stakeholder Policy Dialogue Meeting was held on April 9, 2024, in Gomoa Fetteh, under the theme: “*Stop Witchcraft Allegations Now: No Woman Should Die Because She is Perceived as A Witch*”. The objective of the policy dialogue was to improve the regulatory policy environment for protecting the Rights of women and children affected by the practice of witchcraft allegations in Ghana.

The Commission, in partnership with the District Office of the National Insurance Authority in the Nanumba North Municipal Assembly, planned to enrol 400 underprivileged women and children as new members into the National Health Insurance Scheme (NHIS) in April 2024. The collaborative efforts of the CHRAJ Nanumba North Municipal Office with the NHIS successfully enrolled 523 underprivileged women and children into the Scheme. The initiative focused on identifying underprivileged women and children in the communities, especially those living in witch camps, who are either unregistered with the NHIS or have lapsed registrations and cannot afford to register or renew their coverage. This effort promotes the Rights to health for women and children who are experiencing or at risk of sexual and gender-based violence (SGBV), particularly those impacted by witchcraft accusations and their consequences.

There were also stakeholder meetings in Yendi and Wulensi, the capital of the Nanumba South Municipal Assembly, on 27th September and 18th December 2024, respectively. There were 50 stakeholders at the Yendi meeting from both state and non-state organisations, including civil society actors, religious bodies, traditional and opinion leaders, security agencies, and the media.

2.3 Review of Improving Administrative Justice Performance in Ghana

Article 218 (a), (b) of the 1992 Constitution and section 7(1) (a), (b) of Act 456 mandate the Commission to protect and promote administrative justice to ensure that the government and its officers are accountable and transparent.

within the planned period, the Commission was a beneficiary of the Government of Ghana’s National Public Sector Reform Strategy (NPSRS) 2018-2023 to enhance public service delivery to the citizenry and the private sector. The Public Sector Reform for Results (PSRRP) goal is to enable CHRAJ and twelve other public sector institutions to improve their efficiency and accountability in the delivery of their mandates. Under the funding support from the International Development Association of the World Bank, the administrative justice mandate of CHRAJ was largely driven by the PSRRP.

2.3.1 Enforcing Administrative Justice in Public Service Delivery

The Commission enforce administrative justice in public service in Ghana through investigations. The Commission’s target for the MTDP is to investigate 3,000 complaints of administrative injustices. That means investigating an average of six hundred cases annually (2021-2025). Table 3 illustrates the number of administrative injustice allegations received and investigated.

Table 3: Number of reported cases of administrative injustice received, investigated and closed

Development Dimension	Indicator	Baseline (2021)	2022-2025 MTDP Target	Cumulative outcome		Remarks
				Year	Data	
Public Accountability	Number of Administrative Justice Cases Received	333	Investigate 3,000 (600 yearly average)	2022-2024	960	
	Number of Administrative Justice Cases Declined	59		2022-2024	60	
	Number of Administrative Justice Cases Referred	15		2022-2024	116	
	Number of Administrative Justice Cases Investigated	151		2022-2024	479	
	Number of Administrative Justice Cases Mediated	62		2022-2024	231	
	Total of Administrative Justice Closed	287		2022-2024	868	

Source: CHRAJ National Registry (2024)

From Table 3, the Commission has investigated a cumulative total of 630 cases from 2021 to 2024, far below the target of 3,000 set for 2025. Of the 630 cases investigated, two hundred and ninety-seven were closed in 2024. The closed cases were made up of 19.2% resolved through mediation, and 67.7% were decided. The number of cases in which CHRAJ referred to appropriate institutions or declined investigations constituted 13.1%.

The predominant administrative justice complaints were abuse of office, complaint handling, service entitlement, cessation of employment and unfair treatment. The Arbitrary confiscation of property and failure to pay pension allowances were the least reported cases. The respondent bodies against whom administrative injustice complaints were made predominantly the Ghana Police Service (GPS), Ghana Education Service (GES), Metropolitan Municipal District Assemblies (MMDAs) and Ghana Health Service (GHS) in that order.

The mode of mode of closure of human Rights and administrative justice complaints was that the majority of the complaints were concluded, others were mediated, some were decided by the Commission and the remaining were either referred or the complainant advised to seek redress at an appropriate forum in that order.

2.3.2 Service Charter for Secondary Cities (MMDAs) developed

The performance indicator is to measure *the number of Service Charters developed for MMDAs*. The rationale of this indicator is to measure the improved capacity of secondary cities (MMDAs) to provide quality public service delivery to Ghanaians. One of the targets within the planned period is to develop a CHRAJ Service Charter.

Under the Service Charter for Secondary Cities project, the Administrative Justice Department trained Public Relations Complaints Committee members from Municipal Assemblies on grievance redress mechanisms and provided technical support to the Office of the Head of Local Government Service in the preparation of their Client Service Charter. The number of Service Charters developed for MMDAs could not be ascertained, as there is a lack of data on this.

2.3.3 Capacity building of Client Service Units in all MDAs

The number of functional Service Charters units in place at the MDAs level and the number of staff of MDAs client service units trained in grievance resolution and handling is not known, as there is a lack of data on this.

The development of service charters for secondary cities and the training of staff in the Client Service Units were activities to be undertaken under the World Bank through the PSRRP. The client service units were to be developed by the OHCS and PSC, and CHRAJ was to offer training in grievance resolution to the staff of the client service units.

2.3.4 Capacity building for Management personnel of selected MDAs in the principles of Administrative Justice

An indicator in this regard is to measure the number of management personnel of MDAs trained in the principles of administrative justice. The planned target is to train 200 management personnel of MDAs over a 5-year period in the principles of administrative justice. The Commission trained Senior Security officers from selected MMDAs in the Ashanti Region. The Security Services are:

1. Ghana Armed Forces and
2. Ghana Police Service

The quasi-security Service institutions were made up of:

1. Ghana Immigration Service
2. Customs, Excise and Preventive Service
3. Ghana Prisons Service and
4. Ghana Fire Service.

The selected MMDAs who participated in the program were 30 in number:

1. Environmental Protection Agency
2. National Youth Authority
3. Geological Survey Authority
4. Oforikrom Municipal Assembly
5. Vehicle and Licensing Authority
6. Asokwa Municipal Assembly

7. Public Works Department
8. Ghana Food and Drugs Authority
9. Ghana Revenue Authority
10. The Metropolitan Chief Executive
11. Kumasi Metropolitan Assembly
12. Forestry Commission
13. Rent Control Department
14. National Identification Authority
15. Department of Birth and Death Registry
16. Ghana Tourism Authority
17. Community Water and Sanitation Authority
18. Lands Commission
19. Public Relations Complaint Committee
20. Minerals Commission
21. Ghana Broadcasting Corporation
22. Ghana Health Service
23. Controller and Accountant General Department
24. Land Use and Spatial Planning Authority
25. National Health Authority
26. Office of Administration of Stool Lands
27. National Disaster Management Organisation
28. Ghana Highways Authority

2.4 Anti-Corruption Performance in Ghana

The Commission's Anti-Corruption mandate includes:

- To investigate complaints of corruption and abuse of power of any person by a public officer in the exercise of his official duties (*article 218 (a) of the 1992 Constitution and section 7(1) (a) of Act 456*).
- To investigate allegations that a public officer has contravened or has not complied with a provision of Chapter Twenty-four (Code of Conduct for Public Officers) of the Constitution, which includes conflict of interest (*Article 287 of the 1992 Constitution and Section 7(1)(e) of the 1992 Constitution*).
- To investigate all instances of alleged or suspected corruption and the misappropriation of public monies by officials and to take appropriate steps, including reports to the Attorney-General and the Auditor General, resulting from

such investigations (*article 218 (e) of the Constitution and section 7(1)(f) of Act 456*).

- To investigate disclosures of impropriety (economic crimes, which include corruption), waste, mismanagement, and misappropriation of public resources (*section 3(1)(h) of the Whistleblower Act 2006(Act 720)*), and
- To conduct enquiries into complaints of victimisation of whistleblowers and protect Whistleblowers (*section 14 of the Whistleblowers Act 2006 (Act 720)*).

2.4.1 Enforcement of Anti-Corruption Laws and Codes of Conduct

The cumulative budgetary allocation for CHRAJ NACAP implementation for 2022- 2024 was Gh¢6,566,500.00 (CHRAJ Budget Unit, 2022-2025).

One of the key performance indicators under this focus area is the *number of reported cases of corruption, contraventions/breaches of the Code of Conduct for public officers lodged with CHRAJ, investigated and closed*. Within the reporting year, the Commission received 37 alleged corruption cases, of which 29 were investigated, and 32 cases were concluded and closed. Table 4 illustrates the trend of allegations of corruption by Public Officers and breaches of the Code of Conduct for public officers.

Table 4: Number of corruption cases received and investigated

Development Dimension	Indicator	Baseline (2021)	2022-2025 MTDP Target	Commutative outcome		Remarks
				Year	Data	
Corruption and Economic Crime	Number of corruption cases received	Investigate 500 (100 yearly) Corruption & Breaches of CoC for POs	40	2022-2024	409	
	Number of corruption cases declined		0	2022-2024	6	
	Number of corruption cases referred		2	2022-2024	3	
	Number of corruption cases investigated		37	2022-2024	73	
	Total of corruption Closed		39	2022-2024	82	

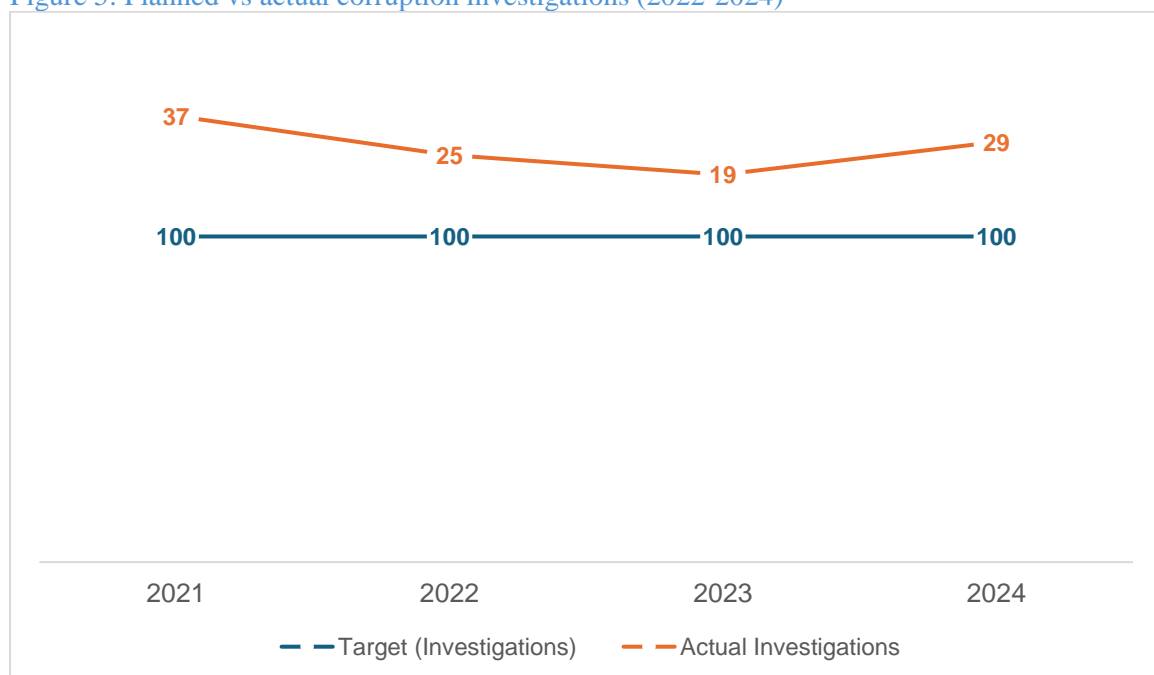
Source: CHRAJ National Registry (2024)

The investigations of 6 corruption allegations brought before CHRAJ were declined for reasons of lack of mandate, and cases were referred to other fora after initial assessments within 2022-2024. The Commission planned to investigate 500 complaints and allegations of corruption and contraventions/breaches of the Code of Conduct for the planned period 2021-2025. The yearly average

investigations are 125 cases. Figure 2 gives a picture of the planned targets and the actual corruption cases investigated within the planned period.

The nature of allegations of corrupt practices was mainly Extortion, Fraud, Abuse of Office and Misappropriation. The mode of closure of Corruption Cases was that the majority of the cases were complaints concluded, somewhere cases were decided, cases were decided by the Commission, while others were not investigated due to lack of mandate and thus referred to other fora after initial assessment.

Figure 5: Planned vs actual corruption investigations (2022-2024)



Source: PPM&E Compilation [CHRAJ Legal Registry, CHRAJ Strategic Plan (2021-2025)]

Clearly, from Figure 2, the average annual investigation is 64.6, as against the annual 100 cases planned. As of 2024, the Commission's target of achieving its planned investigations could not be achieved. One of the NACAP targets was to conduct an end-of-term evaluation. This target has been achieved as the NACAP has been evaluated by the NACAP National Evaluation Team in 2024 (The Team). The NACAP Evaluation Team published its final report in 2024. The NACAP Evaluation Team observed that Ghana performed relatively better with an average CPI of 42.7 during the 9 years of the implementation of NACAP (2015-2023) compared with 10 years (2005-2014) before NACAP (with an average CPI of 35.1). (Republic of Ghana, NACAP 2024, p.36).

2.4.2 Conduct Corruption Risk Assessments

An output indicator to assess this is the number of risk assessment reports of public institutions prepared. This indicator is defined as the total count of risk assessment reports of public institutions prepared (2015-2024). The target set for this indicator was to conduct 10 risk assessments by 2024.

The Commission, with support from the United Nations Office on Drugs and Crime (UNODC), began this exercise with the GHS, the MoFAD and the Parliament of Ghana in November 2024. The GHS and the MoFAD have formulated mitigation plans, which are being implemented with the assistance of the UNODC through the various integrity committees. The planned target of implementing 10 CRAs was not achieved, as CHRAJ had conducted 3 as of 2024.

2.4.3 CHRAJ's Role under NACAP Activities

The NACAP strategic objectives 1, 3 and 4 outlined 8 activities related to ethics. Both the NACAP and the national medium-term policy framework generic indicator to measure this activity is the *number of ethics officers trained*.

- The Office of the President (OoP) inaugurated the National Ethics Advisory Committee (NEAC) in 2015.
- The Commission, in conjunction with the PSC, organised a 3-day training for 35 institutions in ethics and PSI in 2015 (NACAP APR, 2015: p. 10, 14).
- In 2016, CHRAJ organised a 2 training for Ethics Advisory Committee members (NACAP APR, 2016: p.48)
- In 2017, the Commission organised ethics training for 7 institutions (NACAP APR, 2017: p.18, 32)
- A total of 45 institutions benefited from ethics training programmes in 2018 (NACAP APR, 2018: p.15, 46), and
- In 2019, CHRAJ trained 50 ethics officers (NACAP APR, 2019: p.57)
- In 2020, there were 28 institutions (NACAP APR, 2020: p.12, 24, 44)
- The Commission trained 72 Public Sector Reform Secretariat staff on NACAP (NACAP APR 2021, p.18, & 24), and
- Several ethics desks/committees have been reportedly established by Implementing Partners (IPs) from 2015 to 2024.

The PPM&E Unit could not get data on the institutions and officers trained on ethics as captured in the NACAP APRs. All NACAP training programmes were

organised under the auspices of CHRAJ. Even though most of the NACAP programmes are partner-sponsored, the Commission keep such administrative data on the number of seminar participants and transport payments made to participants. Frantic efforts were made to obtain data on this national indicator from the CHRAJ Ethics Officer, Programmes Officer and Accounts Officer assigned to the programme’s unit, all to no avail. These important administrative data could not be reported to the NDPC and could serve as baseline data for the smooth implementation of the next phase of the NACAP II.

The indicator on the number of IPs which has established safe reporting mechanisms at their workplaces is represented below. The IPs reported they occasionally review, evaluate and upgrade these systems to include whistleblowing disclosures.

The target of establishing an Ethics Development Centre was not achieved within the planned period, and the number of beneficiaries served by the Ethics Development Centre could not be achieved.

The Public Service Integrity Programme (PSIP), a key initiative under the NACAP, focuses on strengthening integrity and accountability within public institutions. Primarily coordinated by CHRAJ, the PSIP aims to mainstream core integrity practices into public institutions. Its key architecture includes Assets Declaration Regime, Conflict of Interest Rules, Gift Policy, Oath of Office and the Generic Code of Conduct. Under PSIP, CHRAJ has provided targeted training for several public officers and officials.

Table 5: Trainings of Institutions on PSIP facilitated by CHRAJ 2021-2024

Year	Topic	no. of beneficiary PSIs
2021	Code of Conduct & PSI	7
2022	✓	6
2023	✓	8
2024	✓	8

Source: CHRAJ Anti-Corruption Department (2024)

Since the launch of the ACT Week mid-way in the implementation of NACAP, the Commission and its stakeholders have prepared and celebrated 2019, 2021, 2022 and 2023 State of Corruption Reports, otherwise known as the International Anti-Corruption Day (IACD).

2.4.4 Coordination of Implementation of NACAP

One of the indicators to be measured under output four is the number of NACAP annual work plans and progress reports prepared. The Commission has successfully coordinated the yearly compilation of NACAP AWP within the implementation period. It has also coordinated the final preparation and publication of 6 APRs from 2015 to 2020. The 2021, 2022 and 2023 APRs are finalised and yet to be published. The publication of the NACAP APRs takes the form of printing hard copies and hosting the final report on various websites of the ACAs and discussions during the ACT Weeks.

The third activity under this output is to undertake field monitoring exercises on selected IPs. The indicator of interest is to determine the number of field monitoring activities conducted on selected NACAP IPs. As part of the measures put in place to ensure the effective implementation of the NACAP, a ten-member MONICOM was established to undertake periodic field visits to track the progress made by IPs in the implementation of NACAP. The MONICOM have the primary responsibility to coordinate and monitor the implementation of NACAP in Ghana. The MONICOM comprised six (6) institutions as follows:

- 1) Commission on Human Rights and Administrative Justice
- 2) National Development Planning Commission
- 3) Public Services Commission
- 4) State Enterprises Commission (now SIGA)
- 5) Private Sector (Private Enterprise Federation)
- 6) Ghana Ant-Corruption Coalition

The NACAP M&E Plan provides for quarterly field visits to be carried out on the 15th day in January, April, July and October each year. It is in fulfilment of these responsibilities that CHRAJ, in collaboration with MONICOM and with funding support from the ARAP/FIIAPP, visited IPs who had submitted NACAP reports for any of the periods 2015, 2016 and 2017:

- 1) Northern
- 2) Brong Ahafo
- 3) Eastern
- 4) Ashanti
- 5) Volta
- 6) Gt. Accra and
- 7) Eastern Region (Akwapim South District Assembly)

Thus, MONICOM conducted its maiden field monitoring on NACAP reports from 19th to 23rd November 2018. The second periodic field monitoring was conducted from 19th to 21st November 2021.

2.4.5 NACAP Accountability Institutions

The indicator is to implement the Memorandum of Understanding (MoU) for key accountability institutions (KAIs) on coordination (Internal). Currently, 9 out of 11 KAIs have signed the MoU with the KAIs Forum. Two of the institutions (the Office of the Special Prosecutor and the Ghana Police Service) are yet to sign the MoU. By far, the Forum has been instrumental in improving coordination and cooperation among key institutions, minimising overlaps in their work, and addressing the efficient use of resources to address corruption and crime more effectively. An action plan was developed by the forum in 2023, containing key activities including: capacity building, joint investigations on select cases, media engagements, community sensitisation and mobilisation, as well as resource mobilisation. The Forum, since its establishment on 18 March 2020, is required to meet every quarter; however, due to financial challenges, it has not been able to do so. In the year 2023, the Forum met once in November 2023. There was no meeting held in 2024.

2.4.6 Research report on statistics and data on the enforcement of anti-corruption legislation and Codes of Conduct

The HiLIC has constituted a National Evaluation Team to evaluate the final implementation of the NACAP (2015-2024). The team is composed of the GSS, three professional academic experts who are neutral in the NACAP implementation, and two International Evaluation Advisors. The Independent Evaluation Section (IES) of the United Nations Office on Drugs and Crime (UNODC) provided report templates for the final evaluation of NACAP. The GSS has deployed research enumerators nationwide to collect qualitative data towards the End-term evaluation of NACAP. By the close of 2024, the Evaluators have submitted their inception and draft report.

As of 2024, there were sixteen (16) anti-corruption laws enacted since 2015:

1. Petroleum Revenue Management (Amendment) Act, 2015 (Act 893),
2. Public Procurement (Amendment) Act, 2016 (Act 914),
3. Public Financial Management Act, 2016 (Act 921),

4. Ghana Deposit Protection Act, 2016 (Act 931),
5. Witness Protection Act, 2018 (Act 975),
6. Office of the Special Prosecutor Act, 2018 (Act 959),
7. Payment Systems and Services Act, 2019 (Act 987),
8. Rights to Information (RTI) Act, 2019 (Act 989),
9. Companies Act, 2019 (Act 992),
10. Narcotics Commission Act, 2020 (Act 1019),
11. Anti-Money Laundering Act, 2020 (Act 1044),
12. Criminal Offences (Amendment) Act, 2020 (Act 1034),
13. Real Estate Agency Act, 2020 (Act 1047),
14. Security and Intelligence Agencies Act, 2020 (Act 1030),
15. Securities Industry (Amendment) Act, 2021 (Act 1062), and
16. Insurance Act, 2021 (Act 1061).

2.5 Public Education and Awareness Performance

The public education functions of the Commission find expression in Article 218 (f) of the 1992 Constitution and Section 7(g) of the CHRAJ Act, 1993 Act (456), which enjoins the Commission to educate the public on their fundamental human Rights and freedoms, among others. The Commission has set 7 generic indicators to assess this function. One of the key performance indicators is the number of public education activities on fundamental human Rights and freedoms, principles of administrative justice, corruption, and the number of NACAP public awareness programmes conducted for MDAs, MMDAs, and the public. The indicators, as merged, reflect the triple mandates of CHRAJ. The education activities organised from 2021 to 2024 are presented in Table 6:

Table 6: Status of Public Education Activities for CHRAJ mandates

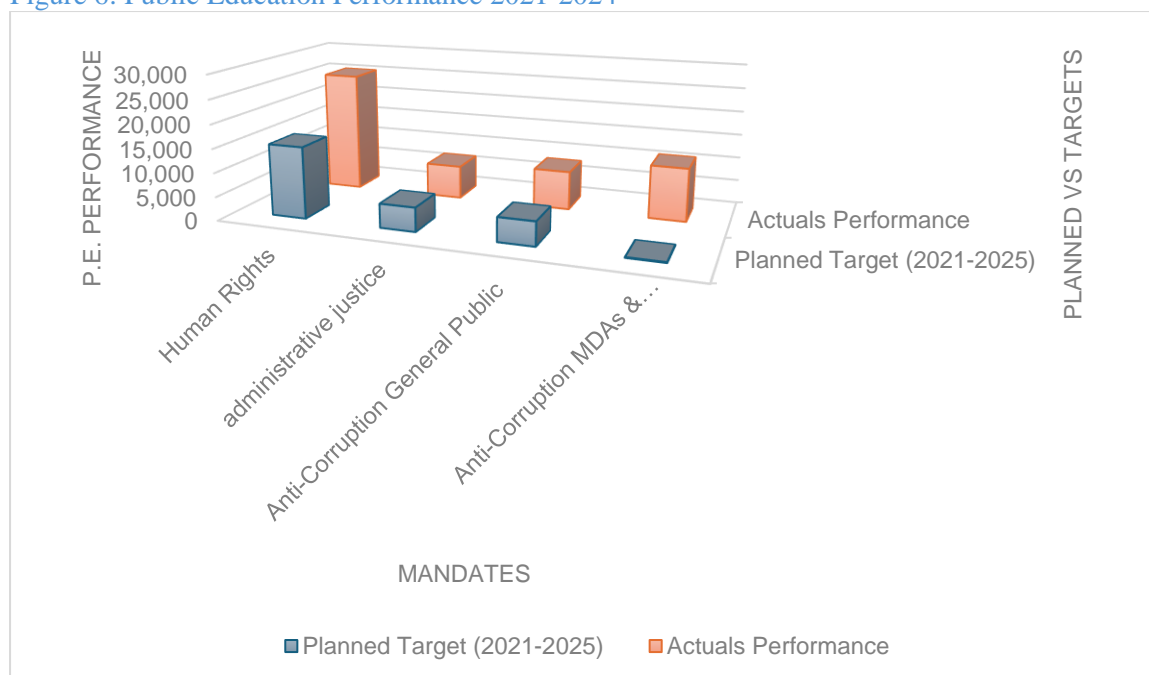
S/n	REGION	HUMAN RIGHTS				ADMIN. JUSTICE				ANTI-CORRUPTION			
		2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
(1)	Greater Accra	277	324	339	361	56	115	66	45	97	134	99	41
(2)	Eastern	350	759	474	378	43	73	60	44	78	109	48	51
(3)	Volta	238	482	466	413	113	154	117	62	135	164	144	83
(4)	Ashanti	750	1,310	1158	864	278	447	448	356	341	535	566	361
(5)	Bono	168	289	240	196	57	159	35	27	68	175	70	46
(6)	Central	228	263	137	151	52	38	13	14	60	59	27	12
(7)	Western	318	302	252	231	71	67	53	30	78	97	58	28
(8)	Northern	313	365	375	363	54	95	116	74	73	120	121	115
(9)	Upper East	497	734	775	599	124	243	290	148	161	265	317	145
(10)	Upper West	688	539	471	368	136	213	273	172	113	273	348	253
(11)	North East	259	342	279	112	71	107	59	18	109	98	49	18

S/n	REGION	HUMAN RIGHTS				ADMIN. JUSTICE				ANTI-CORRUPTION			
		2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
(12)	Western North	175	235	206	224	55	58	56	51	45	84	70	69
(13)	Bono East	165	366	405	274	57	95	169	68	38	91	102	58
(14)	Ahafo	92	241	151	119	2	21	10	11	13	32	14	14
(15)	Oti	369	491	575	478	99	56	42	41	129	67	43	43
(16)	Savannah	209	305	258	283	83	128	130	117	93	125	122	120
(17)	Tema	51	167	132	113	1	5	5	24	9	3	9	18
(18)	Obuasi	249	103	72	48	164	86	48	25	176	84	48	28
Total		5,423	7,617	6,765	5,575	1,516	2,160	1,990	1,327	1,816	2,515	2,255	1,503

Source: PPM&E Compilation from Public Education Department (2021-2024)

From Table 8 and Figure 3 below, the Commission has achieved its planned activities far ahead of the targets. The Commission has planned to conduct a total of 15,000 human Rights activities for the general public by the close of 2025. By the close of 2024, the Commission had organised 25,380 human Rights public education and awareness creation programmes since 2021. The Commission performs an average of 6,345 public education activities, far higher than the planned activity of 3,000 yearly educational programmes.

Figure 6: Public Education Performance 2021-2024



Source: PPM&E Compilation from Public Education Department (2021-2024)

The Commission planned 5,000 public education programmes on the principles of administrative justice. It has conducted 6,993 activities by December 2024, with an average annual education activity of 1,748. The programmes on anti-corruption have achieved a total of 8,089 from 2021 to 2024, far above the

planned target of 5,000 public education programmes on corruption for the general public. The anti-corruption department has also planned to organise 100 educational activities on the NACAP for MDAs and MMDAs. From 2015, the inception of the NACAP to 2024, it has successfully organised 11,110 programmes. The planned public education programmes to be organised on the 3 mandates were 25,100, and the actual public activities achieved as of 2024 are 51,572. It should be noted that, in 2020, the number of district offices was 94 (CHRAJ APR 2020, P.24), and the number of CHRAJ districts has increased to 181 in 2024 (CHRAJ HRs & Admin. Department, July 2025).

The Commission has planned and executed 30 public education programmes on Harassment in 20 public and 10 private schools in the Greater Accra region in 2023. In addition to the public education talks, speeches, live television and Radio programmes, the Commission used an Information Van to play sketches on stigma and discrimination concerning COVID-19 to the public.

This feat was achieved with the kind support and collaboration of the following key partners and sponsors:

- West Africa Programme to Combat AIDS and STI (WAPCAS)
- Danish Institute of Human Rights (DIHR)
- Coastal Development Authority (CODA)
- Accra Metropolitan Assembly
- European Union Project in Ghana, ARAP-FIAAP programme
- UNDP, United Nations Partnership on the Rights of Persons with Disabilities (UNPRPD)
- Ghana Federation for the Disabled (GFD)
- National Council on Persons with Disabilities (NCPD)
- MoGCSP, NORAD, International Labour Organisation (ILO), Verité, a local NGO under its FLIP, CAMFED, Hammers Radio (Goaso)
- Ghana Anti-corruption Coalition (GACC), Ghana Integrity Initiative (GII), Send Ghana
- Africa Centre for Human Rights and Sustainable Development, World Vision International, Songtaaba, Basic Needs–Ghana, NORSAAC, media organisations were Radio Savannah, Tamale, Zaa Radio, Tamale, Kesmi FM, Tamale, Radio Gaaki, Saboba, Might FM, Savelugu, Tawalsu Radio, Tamale and Dagbon FM.

- Crossroad International and the French Embassy support the access to justice on gender-based violence against older women alleged as witches in Ghana program.

Notwithstanding the excellent ratings of the public education mandates of the Commission, it was observed that, in 2023, Agona Nsaba, Elimina, Suaman and Bimbila District Offices could not carry out any public education activity. In 2024, Elimina, Bimbila, Wenchi, Banda, Yagaba and Busunya District Offices did not carry out any PE activities. The reasons assigned were due to a lack of funds.

The other indicator of interest is the *type and Quantity of human Rights education materials produced*. The target was to develop 10,000 IEC Materials on the mandates. Table 7 illustrates the human Rights materials produced within the planned period.

Table 7: Type and Quantity of Human Rights Education Materials Produced

Year	Type of human Rights materials produced	Quantity	Remarks
2023	Mainstreaming Human Rights Education in Pre-Tertiary Schools in Ghana	250	Donor-sponsored
	Arrest and Detention	107	
	Rights to a Lawyer	203 pcs	
	Alternative Dispute Resolution	140 pcs	
	Abuse by the Police	205	
	Advantages of Community Service Bill (1)	91	
	Advantages of Community Service Bill (2)	103	
	Policy Brief on Access to Justice	40 pcs	
	Access to Justice	237 pcs	
	Community Service Bill	232 pcs	
	Ghana Case Tracking System	355	
	Some Avenues for Tracking Justice	432 pcs	
	Alternative Dispute Resolution	441 pcs	
	Community Service Bill leaflets	281 pcs	
	Sexual and Gender based Violence	17 pcs	
	Early and Forced Marriage	3 pcs	
Reporting SGBV Info graphs	17 pcs		
2024	Variety of Posters	1,000 pcs	GoG
	Know your Rights	8,000	Donor sponsored
	Human Rights @ a glance	8,000	
	Admin. Justice @ a glance	8,000	
	If you see something, say something	500	UNICEF (1,097 posters)
	Sexual Activity with a Child is Prohibited	100	

	Sexual Assault (Violet 1)	100	
	Fair Aid (Violet 2)	103	
	Sexual Harassment (Violet 3)	97	
	Fair Aid (Green)	97	
	Sexual Exploitation Prevention (Purple)	100	

Source: CHRAJ Stores & PE Department, May 2025

The other leg of this indicator is the *type and quantity of administrative justice education materials produced*. The Commission has produced 20,000 Fact sheets, leaflets, etc., on administrative justice public awareness. Large quantities of educational materials were developed under the NACAP programme. The data on the specific numbers could not be obtained.

One key performance indicator under output three is *the number of CHRAJ staff sensitised on NACAP and SDGs*. This indicator is within the remit of performing CHRAJ's roles under the NACAP. In 2015, the Commission organised a sensitisation programme on the Code of Conduct for Public Officers for 115 CHRAJ Regional, District, and Head Office Officers. In 2017, seven hundred staff were sensitised on NACAP and the PFM in 2018. In addition, there was a two-week training for 22 Senior Officers and the newly reconstituted Entity Tender Committee. In 2020, the Commission sensitised 17 regional staff on issues of ethics and public sector integrity, and in 2024, a total of 16 Head Office and 8 Regional officers partook in a content review and training of trainers' workshop on NACAP under the GIZ PAIReD Programme. Public education programmes carried out under the NACAP programmes in 2024 were:

- NACAP Training for 70 staff at the Ministry of Education
- NACAP Training for 40 senior management at the Ministry of Foreign Affairs & Regional Integration (MoFARI)
- NACAP Training for 16 Senior Management of the Nursing and Midwifery Council (N&MC)
- NACAP Training for 117 staff of the Office of the Head of Civil Service (OHCS)
- Three-day NACAP workshop for 177 staff of the Ministry of Roads and Highways (MoRH)
- NACAP training for senior officers of the Ministry of Youth and Sports on 13th -14th April 2024

- NACAP training for senior officers of the Ministry of Local Government on the 25th of April 2024,
- November 19th, 2024, Training of the national disabled sports team organised by the Ministry of Youth and Sports (MoY&S).

The Commission has planned to develop draft guidelines for human Rights and integrity clubs. By the close of 2024, a questionnaire was developed and validated for administration nationwide through CHRAJ offices. The questionnaires could not be administered due to the non-release of funds. The Commission has also planned to coordinate the Human Rights NGO Forum. The Human Rights NGO Forum in Ghana (“the Forum”) is a coalition of NGOs committed to advancing human Rights, social justice, and advocacy across Ghana. The Forum aims to foster collaboration, create a platform to address human Rights issues and promote the Rights of vulnerable and marginalised communities. The Forum has been run through a collaborative effort of the CHRAJ and Amnesty International Ghana. It was planned to hold a yearly meeting for the planned period, but the Commission held a meeting for the Human Rights NGO Forum in 2024, out of the target of 5 meetings.

The Commission has developed 5 speaking notes on its mandates, early and forced marriages, business, and human Rights. Another target under this was to organise social media campaigns. The Commission conducted online campaigns, highlighting the relevant laws and things to do before, during and after national elections. It has also organised a campaign against galamsey and its effect on the environment.

2.6 Analysis of Financial Performance

This section reviews the financial resources for the implementation of the 2022-2025 MTDP. The main issues discussed are the sources of funds, the estimated costs of the plan, the amount received, and its implications on the implementation of the MTDP.

The Capital Expenditure (CAPEX) constitute the total amount approved and released for CHRAJ to acquire physical and financial assets for operational inefficiency. The Commission budget is allocated on 3 main items: Compensation, Goods and Services and CAPEX, with an overall approved

expenditure of Gh¢778,344,583.78 for 2021 to 2024. The actual releases from the central government to the Commission were Gh¢153,754,131.93 for the same period, reflecting -80.2% gap between the target approved budget and the actual budget released to the Commission. Except for 2021, where there has been a slight increase in the amount released, the 2022-2024 years have recorded negative performance. An update on the trend analysis of the approved, released, and expenditure budget for the 3 categorised expenditures is presented in Table 18.

The Commission’s budgeted revenue for 2021 and 2022 fell short by -3.96 and -8.98. This saw improvements of 26.09% and 4.04% in 2023 and 2024. It is worth noting that the 2024 amount exceeded the approved budget due to increases in the Compensation released. By the close of 2024, the actual amount received from the Controller and Accountant General’s Department (CAGD) is **Gh¢77,378,800.29** out of the **Gh¢91,843,824.58**. The remaining balance is yet to be received in 2025. The revenue sources are represented in Table 8.

Table 8: Update on Revenue Sources GoG (2022-2024)

Revenue Sources	Total estimated cost of plan (Gh¢)	Total amount received (Gh¢)	Variance (Gh¢)
GOG	234,729,320.16	243,409,945.87	8,680,625.71
Donor	-	1,026,878.31	
Total	234,729,320.16	243,409,945.87	8,680,625.71

Source: PPM& Compilation 2024 (CHRAJ Finance Department)

The Commission received funding support of Gh¢308,410.76 and Gh¢718,467.55 from the Crossroad International and the French Embassy, respectively. The financial support for CHRAJ to implement the “Access to Justice Project on Gender Based Violence against Older Women Alleged as Witches in Ghana”.

Table 9: Update on GoG Expenditure (2025)

Expenditure Item	Budget	Revised Budget	Released (Gh¢) Jan-Aug.	Actual Payments Jan-Aug	Variance 1	Variance 2
	A		B	C	D=A-B	E=B-C
Compensation	69,436,508.00	69,436,508.00	45,258,016.86	45,258,016.86	24,178,491.14	0.00
Goods and Services	8,682,759.24	8,682,759.24	6,946,207.32	2,418,670.46	1,736,551.92	4,527,536.86
CAPEX	15,987,096.00	15,987,096.00	1,896,463.90	0.00	14,090,632.10	1,896,463.90
Total	94,106,363.00	94,106,363.00	54,100,688.06	47,676,687.32	40,005,675.16	6,424,000.76

CHRAJ Finance Department, Sept. 2025

Table 9 gives an update on expenditure, stated targets and actual performance for 2025. The approved compensation of employees' budget for 2025 was GhC69,436,508.00 as of August 2025; GhC45,258,016.86 had been expended on staff. In the year under review, GhC8,682,759.24 was approved for the use of Goods & Services, of which GhC2,418,670.46 had been expended as of August 2025. The approved Capital Expenditure for 2025 was GhC15,987,096.00. there were no expenditures as of September 2025 when the MTDP was submitted. The update on expenditure analysis is attached as Appendix 1.

Non-budget support

The Non-Budget Support to CHRAJ came in the form of funding CHRAJ trainings and seminars, and the provision of ICT equipment. Within the plan period, the Commission also enjoyed both financial and technical support from its development partners. These supports assumed the forms of:

- The development of a National Action Plan (NAP) on Business and Human Rights for Ghana, supported by the UNDP, DIHR, OXFAM, Action Aid Ghana and Friedrich-Ebert-Stiftung Foundation
- SEND Ghana supported the Capacity building of CHRAJ Staff to adequately respond to the needs of PLHIV, people affected by TB, and other key populations.
- Amnesty International Ghana provided financial support for the harassment in the Basic Schools Project, organised to educate 30 selected schools in Greater Accra
- Rainforest and its Partners organised a Human Rights Due Diligence Workshop from the 27th of November to the 1st of December for selected officers at Koforidua.
- West Africa Regional Training Centre organised a 2-day programme on public corruption.
- Commonwealth Africa Anticorruption Centre organised a 2-day online training for selected staff of the Commission.
- Tobinco Pharmaceuticals, Vison Spring, and Entrance University Hospital provided and covered basic vital checks such as blood pressure, hemoglobin (HB), heart rate, and Body Mass Index (BMI), as well as fasting blood sugar, malaria, and typhoid tests. In addition, vision and ear

screenings were also conducted to ensure staff have optimal sensory capacities.

- Cross Road International and the French Embassy sponsored the ‘Access to Justice and Gender Based Violence Programme’.
- Content Review Workshop for Planned Capacity Building for key MMDA Officers on NACAP and the Development of Local Action Plans, held from June 4 to 5, 2024, at CHRAJ Conference Room. This event was a collaboration between CHRAJ, the Office of the Head of Local Government Service, and GIZ under its Participation, Accountability, and Integrity for a Resilient Democracy (PAIReD) Programme
- Office of the United Nations High Commissioner for Human Rights (OHCHR), UN Women, and the United Nations Population Fund (UNFPA) training programme for journalists in which our CACU staff benefited from August 15th and 16th 2024.

Chapter Three: Key Development Priorities

3.0 Introduction

This chapter prioritises the Key Development issues, objectives and strategies of CHRAJ identified in CHRAJ MTDP 2022-2025. The Commission also considers the SDGs 2030 and Agenda 2063 targets in the prioritisation process. This gives a clear picture of the nexus between the identified issues from the performance review and the existing situation, with implications for 2026-2029 and the new issues adopted under the new medium-term national development policy framework (2026-2029).

3.1 Key Development Priorities from 2022-2025 MTDP:

The list of key prioritised development issues under CHRAJ MTDP 2022-2025 was:

Social Development

- Prevalence of child abuse and child labour
- Sexual and gender-based violence
- Increasing child Rights violations
- Negative discriminatory socio-cultural, traditional beliefs and customary practices
- Abuse, exploitation, violence and discrimination against PWDs

Governance, Corruption and Public Accountability

- Inadequate resources to the Governance Institutions
- High perception of corruption among public office holders and citizenry
- Weak coordination and commitment to the implementation of NACAP
- Overlapping functions among public sector institutions
- Abuse of human Rights by security personnel
- Limited support for the implementation of anti-corruption strategies
- Low transparency and accountability of public institutions
- Misappropriation of funds by public office holders
- Abuse of discretionary powers
- High levels of alleged bribery scandals and corruption
- Lack of effective cooperation among anti-corruption to fight corruption, abduction cases and attacks on investigative journalists

Implementation, Coordination, Monitoring and Evaluation

- Inadequate financial, logistical and human resources
- Inadequate evaluations at all levels
- Limited human and technical M&E capacities
- Delays in the publication of key statistical reports
- Lack of manuals, standards, principles or classifications to guide the production and management of data and statistics

3.2 CHRAJ Identified Development Issues under 2026-2029 MTDPF

Based on the 2026-2029 MTNDPF Planning Guidelines issued by the NDPC, the Commission, through a participatory process with the Commission members and key Directors, identified the Governance and Institutional Development Dimension, Economic Development Dimension and Social Development Dimension in line with its triple mandates of Human Rights, Anti-Corruption and Administrative Justice. The corresponding development Issues were identified, taking into account the 2022-2025 development programmes that could not be completed or started have been rolled over in line with the principle of continuity to the next planning period, 2026-2029.

Governance and Institutional Development Dimension

Focus Area 4.1 Deepening Democratic Governance

- (iii) Monetisation of elections/electoral Process
- (vii) Perceived corruption in governance and political parties

Focus Area 4.3: Public Accountability

- (i) Low public trust in government accountability mechanisms
- (iii) Weak coordination and commitment to the implementation of NACAP 2015-2024

Focus Area: 4.4: Public Institutional Reforms

- (ii) Weak enforcement of PSC rules and regulations

Focus Area 4.9: Corruption and Economic Crime

- (i) Rise in corruption cases
- (ii) Limited public awareness of anti-corruption measures
- (iii) Insufficient capacity of anti-corruption agencies
- (vii). High levels of public perception of corruption

Focus Area 4.11 Human, Business Rights and Justice

- (i). Violation of human Rights of individuals in detention facilities and at the workplace
- (ii). Limited knowledge of human Rights laws.
- (iii). Unfavourable working conditions
- (iv). Workplace-related violations of human Rights and labour protections (e.g. Sexual harassment and abuse of workers)
- (v). Unequal employment opportunities and modern slavery (including child & forced labour)
- (ix). Exploitation of workers by business enterprises

Social Development Dimension

Focus Area 2.1: Population Management

- (iv). Weak Accountability and Transparency in Public Institutions

Focus Area 2.2: Migration for Development

- (i). Weak coordination of existing migration policies, legislations and regulations
- (iv). Inadequate institutional capacity of agencies in Ghana and abroad.
- (i). Limited disaggregation and scattered migration data
- (v). Insufficient support for societal reintegration

Focus Area 2.3: Health and Health Services

- (iii). Weak enforcement of patients' Rights
- (iii). High HIV and AIDS stigmatisation and Discrimination

Focus Area 2.6: Education and Training

- (i). Inadequate and inequitable access to education for PWDs and people with special needs at all levels

Focus Area 2.10: Gender Equality

- (ii). Prevalence of gender discriminatory socio-cultural practices
- (ii). High incidence of Domestic and Sexual Gender-Based Violence (DSGBV)

Focus Area 2.12: Child Protection and Development

- Policy gaps in addressing pertinent child protection issues (e.g., streetism, kayayei and child online safety)
- Increasing child Rights violations
- Limited awareness on child Rights and development issues

Focus Area 2.14: Ageing and Functionality

- Increasing abuse and neglect of older persons

3.3 CHRAJ Identified Development Priorities and Budget for 2026-2029

Based on the prioritised development programmes outlined for implementation for the next planning period, the estimated costs for implementation are illustrated in Table 10.

Table 10: Development Priorities and Budget for 2026-2029

Development Dimension	Development Objective	Development Programme	Time Frame				Budget (GhC)
			2026	2027	2028	2029	
Governance and Institutional Development	4.3.1 Deepen transparency and public accountability	Anti-Corruption Programme	√	√	√	√	3,362,500.00
	4.9.1 Strengthen anti-corruption measures and enhance public integrity		√	√	√	√	
	4.4.1 Strengthen the effectiveness, accountability, and efficiency of public institutions	Administrative Justice Programme	√	√	√	√	1,479,855.00
	4.1.1 Strengthen democratic governance	Management and Finance	√	√	√	√	39,572,815.00
Social Development	2.1.3. Harness the demographic dividend	Human Rights Programme	√	√	√	√	2,161,116.00
	2.2.1 Enhance the institutional, legislative and regulatory environment and capacity for effective migration policy management		√	√	√	√	
	2.2.2 Effectively harness the benefits of migration for socio-economic development		√	√	√	√	
	2.3.1 Ensure equitable, affordable and quality Universal Health Coverage (UHC)		√	√	√	√	
	2.3.5 Reduce the incidence of new STIs, HIV and AIDS and other infections, especially among vulnerable groups		√	√	√	√	
	2.6.3 Promote inclusive education		√	√	√	√	
	2.10.1 Attain gender equality and equity in political and social development		√	√	√	√	
	2.12.1 Prevent and protect children from all forms of violence, abuse, neglect and exploitation		√	√	√	√	
	2.12.2 Promote the Rights and welfare of children		√	√	√	√	
	2.14.1 Enhance the wellbeing and inclusion of the aged in national development		√	√	√	√	

Source: CHRAJ PPM&E and Budget Unit September 2025

3.4 Prioritisation of CHRAJ Developmental Issues

The key development issues identified and costed were prioritised using the POCC analysis, Impact Analysis and Sustainability analysis tools. These analyses guarantee that the developmental issues are relevant to CHRAJ mandates and effectively impact the overall service delivery of CHRAJ.

Table 11: CHRAJ POCC Analysis

Issues to be Addressed	Potentials (from Baseline situation, etc.)	Opportunities	Constraints	Challenges
Weak Accountability and Transparency in Public Institutions	Ghana Health Service UNFPA-Ghana	Multi-sectoral investment in family planning efforts Strengthen institutions	Corrupt funds divert attention from investments in education, skills, and employment	Youth unemployment Skills mismatch
Weak coordination of existing migration policies, legislations and regulations Inadequate institutional capacity of agencies in Ghana and abroad. Limited disaggregation and scattered migration data	Ghana's National Migration Policy (2016) National Coordination Mechanism on Migration (NCM) Labour Act, 2003 (Act 651) National Migration Policy (2016) Immigration Act, 2000 (Act 573)	Strengthening protection systems Awareness of migrant Rights -Expanding Rights education Legal reform potential Ratification of ILO conventions	Implementation gap Informal economy dominance Fragmentation of migration governance, multiple ministries (Interior, Employment, Gender, Foreign Affairs) and agencies (GIS, Labour Department, MoGCSP, etc.) with overlapping roles Outdated laws non-binding global frameworks	Weak return & reintegration programs Weak border management Human trafficking risks Loss of skilled labour Corruption and weak accountability
Weak enforcement of patients' Rights	National health insurance scheme GHS Patient's Charter	Understanding of the respective Rights and responsibilities of patients and health workers	Limited understanding of Rights and responsibilities	Non-effective supervision of public health facilities
High HIV and AIDS stigmatisation and Discrimination	• Persons with Disability Act, 2006 (Act 715) • Ghana AIDS Commission Act, 2016	Anti-stigma campaigns Community sensitisation	Discrimination in services Cultural stigma	Social exclusion Human Rights violations
Inadequate and inequitable access to education for PWDs and people with special needs at all levels	Persons with Disability Act, 2006 (Act 715) Ghana Federation of Disabilities (GFD) Ghana Accessibility Standards (2016)	NGO support Community rehab services Disability advocacy by CSOs Built environment reforms	Limited rehab centres Weak monitoring and enforcement of accessibility standards Low political will	Marginalisation of PWDs Violation of disability Rights
Prevalence of gender discriminatory	Children's Act, 1998 (Act 560)	Public education campaigns	Entrenched cultural norms	Resistance to change

Issues to be Addressed	Potentials (from Baseline situation, etc.)	Opportunities	Constraints	Challenges
socio-cultural practices High incidence of Domestic and Sexual Gender-Based Violence (DSGBV)	Domestic Violence Act, 2007 (Act 732) National Gender Policy (2015) Affirmative Action Bill (draft)	Community by-laws Gender budgeting Capacity building	Resistance from traditional authorities	Slow cultural transformation Continued gender gaps
Policy gaps in addressing pertinent child protection issues (e.g., streetism, kayayei and child online safety) Increasing child Rights violations Limited awareness on child Rights and development issues	Child and Family Welfare Policy (2015) Children’s Act, 1998 (Act 560) Cybersecurity Act, 2020 (Act 1038) Hazardous Child Labour Regulations, 2008 (LI 1833) National Plan of Action for the Elimination of Worst Forms of Child Labour (2023–2027)	Strong national human Rights and child Rights institutions (public, international and CSOs) Collaborative efforts (State, ILO & NGOs) Strengthened social protection systems Community reintegration programmes Awareness campaigns	Poverty drivers Weak enforcement Insufficient shelters	Child exploitation Continued vulnerability of street children Continued exploitation of children in hazardous work
Violation of human Rights of individuals in detention facilities and at the workplace Limited knowledge of human Rights laws Unfavourable working conditions Workplace-related violations of human Rights and labour protections (e.g. Sexual harassment and abuse of workers) Unequal employment opportunities and modern slavery (including child & forced labour) Exploitation of workers by	Legal Aid Commission Ghana Prisons Reforms (2015-2025 Development Plan) CHRAJ Prisons and detention canter monitoring Reports Entrenched human Rights provisions in 1992 Constitution Integrated Reproductive, Maternal, Newborn, Child, Adolescent Health and Nutrition (RMNCAHN) Strategic Plan National Health Insurance Act, 2012 (Act 852) 24-Hour Economy & Graduate Employment Initiatives Foreign Policy/Diaspora Engagement Proposals Labour Act, 2003 (Act 651)	Increase public education and awareness on free legal aid services Continuous improvement of conditions in detention institutions, including Prisons, Police Cells, borstal institutions, orphanages, etc. Bill for CHRAJ to be designated National Preventive Mechanism Labour export agreements Private sector partnerships Graduate employment initiatives	Youth unemployment No established national preventive mechanism Limited policy for incentives for diaspora Low wages & poor working conditions High graduate unemployment Restrictive global labour markets	Strengthen legal aid commission Pass a law to make CHRAJ a National Preventive Mechanism Underemployment & mismatch Loss of skilled workforce - doctor and engineers. Weakened institutions – experienced experts are no longer available. Reduced productivity and innovation – fewer skilled people which lead to lower productivity. Pressure on remaining professional workforce

Issues to be Addressed	Potentials (from Baseline situation, etc.)	Opportunities	Constraints	Challenges
business enterprises				
Duplications in state agency mandates	Security of tenure of office of Commissioners	2021 Constitutional Review Committee	Poor working conditions High attrition rate of core staff Inadequate use of modern and technological tools in fighting corruption and economic crimes	Poor office infrastructure at sub-national level Insufficient Budget allocation for an Institution which in reality combines 4 separate institutions (National Human Rights Institution, Ombudsman, Anti-Corruption Agency, National Preventive Mechanism)
Low public trust in government accountability mechanisms Weak coordination and commitment to the implementation of NACAP 2015-2024	RTI Act 989 Whistle-blower mechanisms	Intensify public education and awareness creation Simply complaint lodging process in anti-corruption institution Sanction regimes in implementing NACAP II Dedicated fund for NACAP activities	Political weak to prosecution high level corruption cases of sitting government officials Adequate funding of anti-corruption agencies	Cultural and attitudinal constraints Reforms of Asset Declaration regime Recruitment and retaining critical skills for anti-corruption agencies
Rise in corruption cases Limited public awareness of anti-corruption measures Insufficient capacity of anti-corruption agencies High levels of public perception of corruption	Low CPI scores (42% as of 2024) Code of Conduct for Public Officials Asset Declaration Regime			
Weak enforcement of PSC rules and regulations	Generic guidelines and standards issued by PSC Ombudsman (administrative justice) Creation of client service centres/desks in MDAs and MMDAs	Public education on principles of administrative justice Training of public sector institutions and security agencies on principles of fairness and administrative justice	Non-training of staff of client service units on principles of grievance resolution Low knowledge of the administrative mandate of CHRAJ	Non-escalation of complaints to ombudsman for redress Manual character of the complaints handling procedure

Source: CHRAJ PPM&E and Budget Unit September 2025

CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.0 Introduction:

Chapter four presents the development goals, objectives and strategies for 2026-2029. These goals, objectives and strategies are based on the prioritised issues. It includes the focus areas adopted from the MTNDPF entitled ‘Resetting Ghana- Agenda: Creating Jobs, Ensuring Accountability and Promoting Shared Prosperity’. The chapter concludes by integrating the spatial plans of the Commission.

4.1 Formulation of Development Goals, Objectives and Strategies

The Commission, in addition to the adopted development Goals, policy objectives, and strategies from the MTNDPF, has formulated its institution-specific Goals, developmental policy objectives, and strategies developed to achieve the objectives. These decisions were based on the prioritised issues and took into account the cross-cutting and emerging development themes in the 2026-2029 MTDP. The outcome of this is illustrated in Table 12:

Table 12: CHRAJ Specific Development Goals, Objectives and Strategies

Prioritised Issues	Goals	Development Objectives	Aligned National Objectives	Strategies	Development Programme
Social Development					
Low promotion and protection of fundamental human Rights and freedoms (including Migrants and Refugees)	Decrease in Human Rights violations in Ghana	Strengthen CHRAJ’s migration desk to effectively collaborate with the Ministry of Interior and IOM	Harness the demographic dividend	<ul style="list-style-type: none"> ☉ Strengthen CHRAJ's collaboration with key actors. ☉ Make meaningful inputs into the zero draft of the GCM and at the Regular Meeting of the National Coordination Mechanism (NCM) for Migration. 	Human Rights Programme
Violation of patients’ Rights and assaults on health workers in public health institutions	Increased understanding of patients’ charter	Sensitisation on the Rights and responsibilities of patients and health workers conducted	2.3.1 Ensure equitable, affordable and quality Universal Health Coverage (UHC)	<ul style="list-style-type: none"> ☉ Reintroduce CHRAJ Basic Human Rights Course for Health Professionals in Nursing and Midwifery Colleges ☉ intensify education on patients' charter 	

Prioritised Issues	Goals	Development Objectives	Aligned National Objectives	Strategies	Development Programme
Low advocacy for the Rights of people living with HIV	Increase advocacy and investigations on the Rights of PLHIV and AIDS among vulnerable groups	Continuous operation of CHRAJ online stigma and discrimination reporting system	2.3.5 Reduce the incidence of new STIs, HIV and AIDS and other infections, especially among vulnerable groups	Uphold the Rights and confidentiality of HIV AIDS and other infectious disease patients	
Physical barriers to accessing the Rights to education by PWD	Access to education promoted at all levels	Increased collaboration with GFPD and NCPD and provide technical support	2.6.3 Promote inclusive education	Increased advocacy Take Court actions against public institutions refusing PWD admissions because of access	
Low promotion and protection of gender-related human Rights issues	Increased awareness and institutional advocacy to reduce gender discrimination and uphold Domestic and Sexual Gender-Based Rights	Escalate promotion and advocacy with stakeholders to reduce the incidence of gender discrimination and uphold Domestic and Sexual Gender-Based Rights	2.10.1 Attain gender equality and equity in political and social development	Continue promotional and advocacy programmes on women and gender-related human Rights issues	
Gaps in addressing child exploitation and protection	Implement CHRAJ's research findings of child labour in Ghana across 12 fishing communities.	Intensify efforts to implement the Ghana Accelerated Action Plan Against Child Labour, as well as the Protocols and Guidelines for Establishing Child Labour-Free Zones in Ghana.	2.10.1 Attain gender equality and equity in political and social development	<ul style="list-style-type: none"> ☉ Increase public awareness of the effects of child labour ☉ Receive and expeditiously investigate child labour cases ☉ Share CHRAJ child labour research findings with stakeholders for advocacy efforts 	
Lack of a national plan for state-owned and corporate entities to uphold human Rights and provide effective remedies for individuals affected by their business activities	Promote responsible business conduct through the respect for human Rights, accountability and redress, and stakeholder engagement	A framework for businesses to align with human Rights principles and standards	4.11.1 Respect, protect human Rights and provide access to effective remedies of victims of human Rights abuses	<ul style="list-style-type: none"> ☉ Strengthen CHRAJ Business and Human Rights (BHR) Unit ☉ ensure that companies operate in a way that respects the Rights and dignity of individuals, and to promote accountability for any adverse impacts of business activities on human Rights ☉ Implement provisions of 	

Prioritised Issues	Goals	Development Objectives	Aligned National Objectives	Strategies	Development Programme
				Ghana's National Action Plan on Business and Human Rights	
Governance and Institutional Development					
Excessive bureaucracy and weak reporting systems	Employ a sanction regime for effective implementation of NACAP II	To effectively mobilise support, efforts and resources to fight corruption	4.3.1 Deepen transparency and public accountability	<ul style="list-style-type: none"> ● increase education on the link between corruption and human Rights ● Conduct expeditious corruption investigations to boost public interest 	Anti-Corruption Programme
<ul style="list-style-type: none"> ● Public cynicism and apathy toward the fight against corruption ● High level of public sector corruption 	Increased integrity and ethical public sector	<ul style="list-style-type: none"> ● Improve Ghana's CPI score ● Improved the ethics infrastructure in the Ghanaian public service 	4.9.1 Strengthen anti-corruption measures and enhance public integrity	<ul style="list-style-type: none"> ● effective investigations ● Investigate high political corruption cases ● implement PSIP 	
Weak enforcement of PSC rules and regulations	Ensure fairness in the delivery of administrative services in public service	reversed thousands of administrative actions and decisions by officials found to be unfair, oppressive, or discriminatory.	4.4.1 Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> ● Strengthening the capacity of the CHRAJ's grievance redress and complaints handling fairness in the delivery of administrative services ● Establish Citizens' Complaint Centre with relevant Ministries for feedback mechanism on public policy and public service delivery. 	Administrative Justice Programme
Multiple mandates with limited funding and no IGF	Leverage on ICT to effectively deliver on mandates	Rolled out nationwide IT infrastructure and equipment in all CHRAJ Offices to ensure a successful implementation of the electronic case management system	4.1.1 Strengthen democratic governance	<ul style="list-style-type: none"> ● Procure and install IT equipment in all CHRAJ Offices ● continue execution of the passage by Parliament of the CHRAJ Act, (Act 456) (Amendment) Bill and the new CHRAJ (Investigations Procedure) Regulations, to replace (C.I 67) of 2010, as well as 	Management and Finance

Prioritised Issues	Goals	Development Objectives	Aligned National Objectives	Strategies	Development Programme
				review the Complaint Handling Manual and Registry Manual	

4.2 Integration of Spatial Plans:

The CHRAJ spatial map reflects its geographic spread and the level of administrative decentralisation of its services in all 16 administrative regions and across 182 districts in Ghana.

Figure 7: Decentralisation of services in 16 regions



CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES

5.0 Introduction

The chapter contains CHRAJ composite development programmes and the strategies for financing these programmes. It is the complete strategy of CHRAJ cost centres and sub-centres, and the resource envelope expected to implement the plan.

5.1 Development Programmes

The composite development programme of action (PoA) for 2026-2029 is crafted based on the outcome of Chapter Four, which is represented in Table 13:

Table 13: CHRAJ Composite Development Programme of Action

Development Programme	Time Frame				Cost GoG (Gh¢)	Programme Status		Implementing	
	2026	2027	2028	2029		New	Ongoing	Lead	Coll.
Human Rights	×	×	×	×	2,161,116.00		×	Human Rights Dept.	Registry, PE, Research, PPM&E, SMI
Anti-corruption	×	×	×	×	3,362,500.00		×	Anti-corruption	Registry, PE, Research, PPM&E, SMI
Administrative Justice	×	×	×	×	1,479,855.00		×	Administrative Justice	Registry, PE, Research, PPM&E, SMI
Management and Finance	×	×	×	×	39,572,815.00		×	Commissioner members	All departments, Units, regions and districts

5.2 Programme Financing

This subheading presents the financial strategy for the planned period 2026-2029. It is worth noting that the Commission services are entirely free, and it depends solely on the central government transfers to fund its mandates. It has no internally generated funds (IGF) and sometimes gets assistance from development partners.

Table 14: Programme Financing

Dev't. Programme	Programme cost (A)	Expected Revenue and Sources of Funding		Total (B)	Gap(B-A)
		GoG	DP		
Anti-Corruption	3,362,500.00	5,500,000.00	0.00	5,500,000.00	2,137,500.00
Administrative Justice Programme	1,479,855.00	3,600,000.00	0.00	3,600,000.00	2,120,145.00
Human Rights	2,161,116.00	4,161,116.00	1,847,580.00	6,008,696.00	3,847,580.00
Management and Financing National Human Rights Institution in Ghana	39,572,815.00	55,500,000.00	0.00	55,500,000.00	15,927,185.00

Total	46,576,286.00	68,761,116.00	1,847,580.00	70,608,696.00	24,032,410.00
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Source: CHRAJ Budget Unit, September 2025

Chapter Six: Annual Action Plans

6.0 Introduction

Chapter 5 of the MTDP comprises CHRAJ activities and projects that have been formulated to implement the composite programmes outlined in Chapter 5. This took into consideration the principles of project continuity, and to this end, some of the uncompleted projects are considered for implementation in the new MTDP. The Annual Action Plan (AAP) is depicted in Table 15:

Table 15a: CHRAJ Annual Action Plan (Human Rights Programme)

Objective: To improve the human Rights situation in Ghana													
Programme: Human Rights													
Project	Location	Time frame				Cost (GoG only GhC)				Project Status		Implementing Dep't	
		Q1	Q2	Q3	Q4	2026	2027	2028	2029	New	Ongoing	lead	Coll.
Protection of fundamental Human Rights													
Investigate 9,000 complaints yearly to provide remedy	Nation wide	×	×	×	×	75,000	90,000	100,000	115,000.		×	Human Rights Department	Legal Registry
Conduct 5 systemic investigations (cultural, discriminatory and other systemic violations)	Nation wide	×	×	×	×	40,000	45,000	50,000	55,000		×	Human Rights Department	Research, PPM&E
Develop human Rights education manuals and related materials	Nation wide				×	30,000	35,000	45,000	50,000	×	×	Public Education	Human Rights Dep't
Engage resource persons on GBV and Human Rights	Accra	×	×	×	×	36,912	45,000	52,000	67,000	×		Human Rights Department	Procurement
Engage CSOs on Migration in promoting access to justice for migrants	Accra			×	×	25,000	35,000	43,000	50,000	×		Human Rights Department	Legal Registry, Research, PPM&E, ICT, PE, CACU and NGO Forum
Strengthen CHRAJ Special Groups Unit to continue advocacy for the Rights of people living with HIV, persons with disabilities, children, women, migrants, the elderly, key populations, vulnerable groups, and other marginalised communities	Accra	×	×	×	×	25,000	35,000	40,000	45,000		×	Human Rights Department	GFD, MGCSF
Public Education on Human Rights													
Conduct 15,000 public education activities on fundamental human Rights and freedoms	Nation wide	×	×	×	×	20,000	25,000	30,000	45,000		×	Public Education	Human Rights Dep't

Objective: To improve the human Rights situation in Ghana													
Programme: Human Rights													
Project	Location	Time frame				Cost (GoG only Gh¢)				Project Status		Implementing Dep't	
		Q1	Q2	Q3	Q4	2026	2027	2028	2029	New	Ongoing	lead	Coll.
Monitoring Human Rights and SDGs													
Conduct research into trends of human Rights violations based on complaints received	Nation wide	×	×	×	×	20,000	25,000	34,000	40,000		×	Research Department	Legal Registry
		1 to 3 months										Human Rights Department	Directors meetings
Monitor (research) and report on human Rights situation in Ghana	Nation wide	×	×	×	×	20,000	25,000	35,000	40,000		×	Research Department	Human Rights Department
Monitor SDG implementation by duty bearers in Ghana	Nation wide	×	×	×	×	20,681	30,000	30,000	38,000		×	Research Department	Human Rights Department
Monitor Rights to Vote in National Elections and Referenda, and make appropriate recommendations and interventions	Nation wide				×	20,000	25,000	30,000	40,000		×	Human Rights Department	All Departments , Commissioners
Develop the National Human Rights Action Plan (NHRAP)	Accra	×	×	×	×	25,000	30,000	25,733	30,679		×	Human Rights Department	AG, Parliament, PEF, SIGA
Commence implementation of the National Action Plan on Business and Human Rights (NAP on BHR) on the United Nations Guiding Principles on Business and Human Rights (UNGPs) in Ghana	Nation wide	×	×	×	×	15,000	25,000	35,000	40,000	×		Human Rights Department	AG, Parliament, PEF, SIGA, GEA
Engage Parliament, Judiciary, NDPC, MDAs, MMDAs on their role under the NAP-BHR	Nation wide	×	×	×	×	30,000	31,000	30,000	40,000	×		Human Rights Department	Parliament, Judiciary, NDPC, MDAs, MMDAs

Table 15b: CHRAJ Annual Action Plans (**Anti-Corruption Programme**)

Objective: To Reduce Corruption in Ghana													
Programme: Anti-Corruption													
Project	Location	Time frame				Cost (GoG only Gh¢)				Project Status		Implementing Dep't	
		Q1	Q2	Q3	Q4	2026	2027	2028	2029	New	Ongoing	lead	Coll.
Enforcement of Anti-Corruption Laws and Codes of Conduct													
Investigate 200 complaints and allegations of corruption by public officers	Nation wide	×	×	×	×	47,000	55,000	65,000	75,000	×	×	Anti-Corruption Department	Legal Registry
Investigate contraventions/ breaches of the Code of Conduct for public officers	Nation wide	×	×	×	×	45,500	50,500	60,500	75,000	×	×	Anti-Corruption Department	Legal Registry
Conduct Corruption Risk Assessments in Public Institutions													
Conduct risk assessments in 10 selected institutions	Nation wide	×	×	×	×	35,000	45,000	55,000	65,000		×	Anti-Corruption Department	Selected MDAs
Public Education on Anti-Corruption and Implementing Public Service Integrity Programme													
Organise 5000 public education and awareness creation programmes on corruption for the general public	Nation wide	×	×	×	×	45,000	50,000	60,000	70,000		×	Public Education	Anti-Corruption Department
Examine the linkage between gender and corruption	Nation wide			×		35,000	45,000	55,000	70,000	×		Research	Anti-Corruption
Initiate the establishment of Ethics Development Centre	Nation wide				×	40,000	45,000	55,000	65,000	×	×	Anti-Corruption Department	OoP, PSC, OHCS, GACC
Strengthen Anti-corruption capacity at district, regional levels	Nation wide				×	35,000	45,000	55,000	65,000		×	Anti-Corruption Department	CHRAJ Regional and Dists.
Implement the Public Service Integrity Program (Codes of Conduct, Conflict of Interest and Gift disclosure rules)	Nation wide	×	×	×	×	40,000	40,000	50,000	65,000		×	Anti-Corruption Department	MDAs, MMDAs, other PSIs
Organise training on Ethics and Integrity for Management and Staff of ten (10) Public Sector Commissions	Nation wide	×	×			50,000	60,000	70,000	85,000	×		Anti-Corruption Department	MDAs, MMDAs, other PSIs

Objective: To Reduce Corruption in Ghana													
Programme: Anti-Corruption													
Project	Location	Time frame				Cost (GoG only Gh¢)				Project Status		Implementing Dep't	
		Q1	Q2	Q3	Q4	2026	2027	2028	2029	New	Ongoing	lead	Coll.
Monitor compliance of the Code of Conduct for public officers	Nation wide	×	×	×	×	45,000	55,000	65,000	75,000		×	Anti-Corruption Department	All Public officials
Submit the State of Corruption Report annually	Nation wide				×	50,000	59,000	65,000	75,000		×	Anti-Corruption Department	KAIs and GACC and its Affiliates
Organise the annual conference to commemorate the International Anti-Corruption Day	Nation wide				×	35,000	50,000	60,000	80,000		×	Anti-Corruption Department	KAIs and GACC and its Affiliates
Engage CSOs, private sector and Non-State Actors on corruption	Nation wide			×		50,000	60,000	69,500	75,000		×	Anti-Corruption Department	GACC and its Affiliates
Conduct research into trends of corruption offences and breaches of the Code of Conduct based on cases investigated	Nation wide				×	35,000	40,000	50,000	65,000		×	Research	Legal Registry
Develop Standard Operating Procedures (SOP's) for Whistleblower Protection with Technical Support from UNODC	Nation wide		×			45,000	50,500	65,000	75,000	×		Anti-Corruption Department	KAIs and GACC and its Affiliates

Table 15c: CHRAJ Annual Action Plans (**Administrative Justice Programme**)

Objective: To Improve Administrative Justice in Ghana													
Programme: Administrative Justice													
Project	Location	Time frame				Cost (GoG only Gh¢)				Project Status		Implementing Dep't	
		Q1	Q2	Q3	Q4	2026	2027	2028	2029	New	Ongoing	lead	Coll.
Enforcing Administrative Justice in Public Service Delivery													
Investigate 600 complaints	Nation wide	×	×	×	×	20,000	30,000	35,000	40,000		×	Administrative Justice Department	Legal Registry
Train Staff of Client Service Units of MDAs and Management personnel of selected MDAs													
Train Client Service Units of MDAs in Grievance Resolution	Nation wide	×	×	×	×	30,000	35,000	40,000	45,000	×		Administrative Justice Department	OHCS
Assist MDAs and Secondary Cities to develop Service Charters to set standards for efficient and effective public service delivery	Nation wide	×	×	×	×	25,000	30,000	35,000	40,000	×		Administrative Justice Department	OHCS, MLGRD
Train 200 management personnel of MDAs in the principles of administrative justice	Nation wide	×	×	×	×	30,000	35,000	40,000	45,000		×	Administrative Justice Department	Security agencies
Train staff on the new Regulations and Manuals.	National level (Head Office)	×	×	×	×	25,000	30,000	35,000	40,000	×		Administrative Justice Department	All CHRAJ departments
Conduct Public Education on Principles of Administrative Justice													
Conduct 5000 public education activities for the general public	Nation wide	×	×	×	×	20,681.	25,000	30,000	40,000		×	Public Education	Administrative Justice Department
Conduct research into trends of administrative injustice occasioned by acts, decisions & omissions of administrative bodies and officials based on complaints received	Nation wide	×	×	×	×	15,000	20,000	25,000	30,000		×	Research	Legal Registry
CHRAJ Operational and Institutional Reforms													
The passage by Parliament of the CHRAJ Act, (Act 456) (Amendment)	National level	×	×	×	×							AG, CHRAJ	Cabinet, Parliament

Objective: To Improve Administrative Justice in Ghana													
Programme: Administrative Justice													
Project	Location	Time frame				Cost (GoG only Gh¢)				Project Status		Implementing Dep't	
		Q1	Q2	Q3	Q4	2026	2027	2028	2029	New	Ongoing	lead	Coll.
Bill and the new CHRAJ (Investigations Procedure) Regulations, to replace (C.I 67) of 2010 as well as review the Complaint Handling Manual and Registry Manual	(Head Office)					20,000	20,000	30,000	35,000				
Establish a coordinated Citizen's Complaint Centre with relevant Ministries for feedback mechanism on public policy and public service delivery	National level (Head Office)	×	×	×	×	20,681	25,681	35,000	45,000			Administrative Justice Department	ICT, complainant
Partner Civil Society to advocate for the enactment of the Conduct of Public Officers Bill into law to give effect to Chapter 24 of the Constitution	National level (Head Office)	×	×	×	×	20,000	20,136	25,000	30,000			AG, CHRAJ, GACC,	Cabinet, Parliament
Conduct Baseline Survey on Citizens satisfaction rate (The proportion of citizens who reported being satisfied with CHRAJ Ombudsman work).	National level (Head Office)	×	×	×	×	25,000	30,000	35,000	40,377			Administrative Justice Department	GSS
Conduct Baseline Survey of Handling Procedure in the Public Service Delivery in Ghana.	Nation wide	×	×	×	×	20,000	30,000	31,980	45,000			Administrative Justice Department	GSS

Table 15d: CHRAJ Annual Action Plans (**Management and Administration Programme**)

Objective: Improving Management, Administration and Reporting Obligations in CHRAJ													
Programme: Management and Administration													
Project	Location	Time frame				Cost (GoG only Gh¢)				Project Status		Implementing Dep't	
		Q1	Q2	Q3	Q4	2026	2027	2028	2029	New	Ongoing	lead	Coll.
Improve CHRAJ Conditions of Service of staff													
Prepare and implement annual AWP's and budgets	Head Office	×	×	×	×	100,000	120,000.00	144,000.00	172,800.00		×	PPME, Finance	All Departments
Implement new scheme of service and Conditions of service for new job evaluation	Nation wide	×	×	×	×	95,000	114,000	136,800	164,160.00		×	Human Resources & Administration	CHRAJSA, PSC, FWSC
Maintenance of 8 CHRAJ 2-bedroom flats	Nation wide	×	×	×	×	780,000	936,000	1,123,200	1,347,840.00	×	×		PPME, Finance, HR & Admin., procurement, stores
Maintenance of 9 duty posts residential accommodation in regions	Nation wide	×	×	×	×	1,500,000	1,800,000	2,160,000	2,592,000.00	×	×	Procurement	Estate
Maintenance of 50 district offices	National, Regional and District offices	×	×	×	×	2,500,000	3,000,000	3,600,000	4,320,000		×	Procurement	Estate
Acquire ICT equipment	Nation wide					1,000,000	1,200,000	1,440,000.00	1,728,000		×	Procurement	ICT
Complete Automation of CHRAJ services (Head office, Regional and District Offices)	National level					530,000.	636,000	763,200.00	915,840	×	×	ICT	SMI, Legal Registry

Objective: Improving Management, Administration and Reporting Obligations in CHRAJ													
Programme: Management and Administration													
Project	Location	Time frame				Cost (GoG only Gh¢)				Project Status		Implementing Dep't	
		Q1	Q2	Q3	Q4	2026	2027	2028	2029	New	Ongoing	lead	Coll.
	(Head Office)												
Improve General Administration Results Management of CHRAJ													
Provision of materials, office Consumables, utilities and benefit packages	National level (Head Office)	×	×	×	×	350,000	420,000	504,000	604,800		×	Procurement	Stores
Enhance CHRAJ visibility - media relations, staff capacity to engage with media	National level (Head Office)	×	×	×	×	150,000	180,000	216,000	259,200		×	ICT, CACU, Public Education	SMI, PPME, Research, human rights, AC & AJ
Monitor the implementation of 2026-2029 MTDP & issue M&E reports	National level (Head Office)	×	×	×	×	70,000	84,000	100,800	120,960		×	PPME, Finance, HR & Admin., procurement, stores	PPME, Finance, HR & Admin., procurement, stores
Conduct regular field monitoring and audits at all levels	Nation wide	×	×	×	×	70,000	84,000	100,800.00.	120,960		×	Audit	Finance, transport
Submit domestic reports on time (Parliament, NDPC, MOF, DPs)	Global-International, Regional, Sub-region, National, and District levels	×	×	×	×	56,985	68,382	82,058.40	98,470.08		×	PPME, Finance, Budget, Programmes	NDPC, MoF, DPs

Objective: Improving Management, Administration and Reporting Obligations in CHRAJ													
Programme: Management and Administration													
Project	Location	Time frame				Cost (GoG only Gh¢)				Project Status		Implementing Dep't	
		Q1	Q2	Q3	Q4	2026	2027	2028	2029	New	Ongoing	lead	Coll.
Submit reports to meet the reporting obligation of both the continental and global bodies.	National level (Head Office)	×	×	×	×	70,000	84,000	100,800	120,960.00		×	Human Rights, International Cooperation Unit	UN Bodies
Participate in global, regional and sub-regional events.	Nation wide	×	×	×	×	100,000	120,000	144,000.00	172,800.00		×	Finance, protocol	International Cooperation Unit

Chapter Seven: Monitoring and Evaluation Arrangements

7.0 Introduction

This chapter contains all M&E activities for monitoring the MTDP. The CHRAJ MTDP 2026-2029 M&E arrangements incorporate data collection, field monitoring, rapid assessments of projects and preparation of M&E reports, etc, as reflected in the composite programme of action and annual action plan previously discussed.

7.1 Monitoring

The Commission employ the ‘CREAM’ criteria to develop indicators capable of tracking the CHRAJ development objectives and status of implementation of the development programmes in the PoA and AAP. The indicators are meant to track the expected outputs, outcomes and impacts of planned programmes and projects.

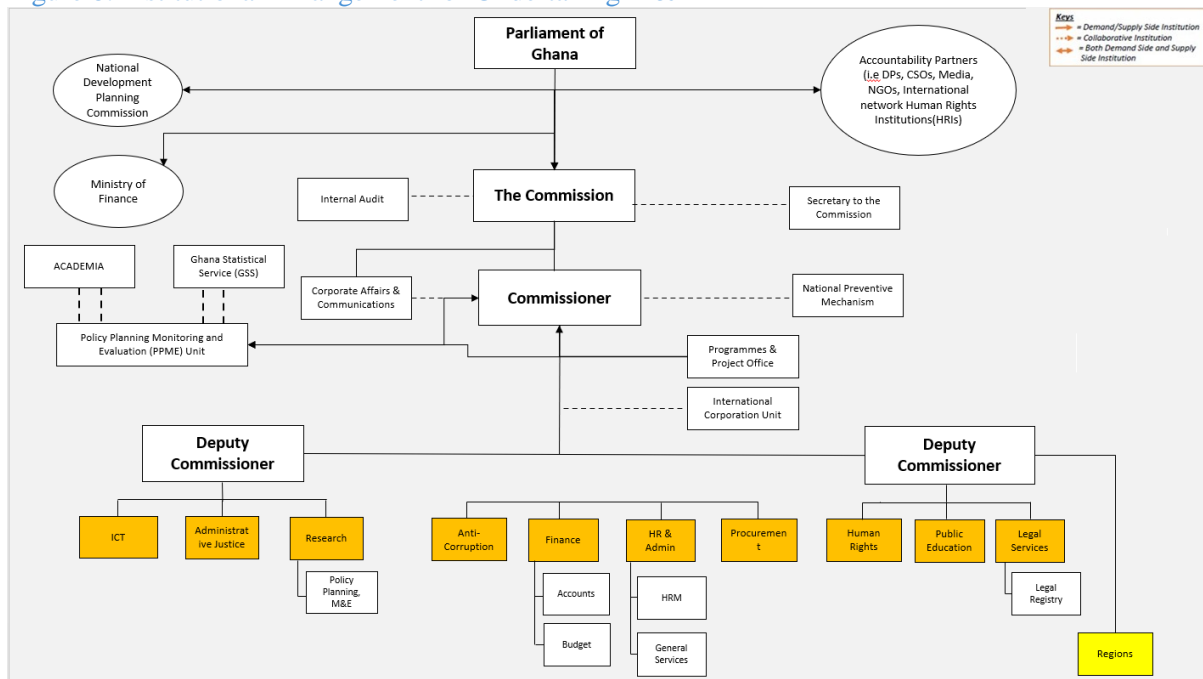
7.2 Institutional Arrangement, Roles and Responsibilities

The institutional arrangements to guide the monitoring and evaluation activities of CHRAJ during the implementation of the 2026-2029 MTDP is based on the newly crafted CHRAJ Conditions of Service and Scheme of Service, whose implementation is expected to start in 2026. The arrangement includes key actors and the specific role of each actor in the process.

7.3 Key Actors of the M&E System

Based on the review of the past M&E architecture and the requirements of modern approaches to the conduct of M&E, the institutional structure below has been proposed for the conduct of M&E under the MTDP 2026-2029.

Figure 8: Institutional Arrangement for Undertaking M&E



Source: Derived based on the 2026 CHRAJ's Organogram

It comprises of: (i) Demand Side Institutions, and (ii) Supply Side institutions which are the basic features of any functional M&E System. The Demand Side institutions in this regard include:

- Parliament of Ghana.
- National Development Planning Commission.
- Controller and General Accountant Department
- Ministry of Finance; and
- The Accountability Partners and Stakeholders.

The Supply Side institutions, on the other hand, include:

- All MDAs and MMDAs, including Parliament and NDPC;
- Relevant Departments of CHRAJ;
- Think-Tanks;
- All Directorates and Units of the national office of CHRAJ; and
- Regional and District offices of CHRAJ.

Ghana Statistical Services (GSS) and Academia will serve as major collaborators in carrying out the M&E by providing technical support for the provision and analysis of relevant data, as well as conduct of planned surveys.

7.4 Roles and Responsibilities of Key Actors

Parliament of Ghana: Parliament, as one of the key arms of government, plays an important role in monitoring government policies and programmes. The Commission is constitutionally mandated by Section 7 of Act 456 pursuant to Article 218 of the 1992 Constitution to report annually to Parliament on the performance of its functions. The Commission also submits budget estimates and attends budget hearings for Parliament to approve its budget. The Commission occasionally attends to Parliament on request and/or summons. It will continue to play this role under the current architecture.

NDPC: As a key government institution mandated to monitor and evaluate all government policies, programmes and projects, the Commission plays a key role in building M&E capacities for Ministries, Departments and Agencies (MDAs) as well as developing the national M&E architecture to guide the conduct of M&E. The Commission also develops formats for the preparation of quarterly and annual reports of MDAs which include predefined and agreed indicators. CHRAJ is required by law to submit both quarterly and annual progress report on the implementation of its medium-term development plan, as well as report on the implementation of components of the SDGs and African Union Agenda 2063 which is within their mandate. NDPC within this institutional architecture will continue to receive the designated report from CHRAJ, while they also submit the prescribed report on the implementation of their component of the NACAP.

MoF: The Ministry of Finance as the key government institution responsible for mobilization, allocation and management of financial resources plays a significant role in:

- ensuring that CHRAJ prepare their annual budgets in compliance with the PFM Act, 2016 (Act 921);
- ensuring that CHRAJ maximise the prudent use of budgetary allocations and is accountable for resource use;
- strengthening the capacity of CHRAJ to generate, analyse and disseminate financial data; and
- ensuring that the feedback from the M&E system are fed into policy formulation and implementation through the annual budget.

In this regard, CHRAJ will prepare and submit budget performance report to the Ministry of Finance on a regular basis.

Accountability Partners (DPs, CSOs, NGOs, media, & International network of Associations): As partners in social and economic development, accountability partners provide an independent view on human Rights anti-corruption and administrative justice. Specifically, accountability partners play an important role in the M&E framework by:

- collaborating with CHRAJ to undertake activities relating to investigations, policy formulation, reporting, among others;
- undertaking independent investigations on human Rights, administrative injustice and corruption issues;
- assisting in the dissemination of CHRAJ documents; and
- providing resources and technical capacity for the undertaking of M&E activities.
- Referring corruption allegations to CHRAJ

The collaboration with accountability partners will continue to be strengthened and sustained under this arrangement.

Ghana Statistical Service (GSS): The Ghana Statistical Service is the main national institution mandated by the Constitution to oversee data collection, analysis, compilation and dissemination activities across government institutions, including all major surveys and systematic compilation of statistics and indicators from all major sources of data (i.e., censuses, sample surveys, and administrative records). In this regard and based on its enormous experience and capacity to undertake national surveys and develop statistical system, GSS will serve as collaborative partner in the institutional structure, providing technical support for the development of the statistical capacity of CHRAJ, as well as providing technical backstopping in major surveys to be carried out under this M&E plan. It will also support the M&E system of CHRAJ by assisting in the design of the methodologies, approaches and the instruments employed in collecting data at the national, regional and district levels.

Academia: The Academia in Ghana serves as a store of intellectual work, analytical capacity and knowledge, as well as experience in conduct of surveys. In this regard, Academia will serve as collaborative partner in the institutional structure, providing technical support for the development of the statistical capacity of CHRAJ, as well as providing technical backstopping in major surveys to be carried out under this M&E plan. CHRAJ will collaborate with academia to develop methodologies and approaches in the conduct of M&E, as well as harness the enormous data available at academia to report on progress of implementation of key interventions.

Commission on Human Rights and Administrative Justice: The Commission on Human Rights and Administrative Justice (CHRAJ) is mandated by Article 216 and Act 456 to: (i) protect universal human Rights and freedoms, including civil, political, economic, social, and cultural Rights; (ii) serve as the Ombudsman of Ghana to protect and promote administrative justice by ensuring that the government and its officers are accountable and transparent; and (iii) serves as an Anti-Corruption Agency with powers to investigate and work to prevent corruption.

As a result of its unique role and responsibility, the Commission is responsible for coordinating and reporting on all human Rights, administrative justice and anti-corruption issues in collaboration with its stakeholders.

The Commissioner: As a key stakeholder, the Commissioner is responsible for providing overall guidance and direction and ensuring the functionality of the PPME Unit.

PPME Unit: The Unit is responsible for the establishment of a robust M&E framework for measuring and reporting on the implementation of the MTDP (2026-2029) and other national and international commitments.

Departments/Units: The Departments/Units play a vital role in the M&E system of the Commission. Departments/Units are responsible for the development and implementation of the Annual Workplan and ensuring their alignment with the MTDP of the Commission. Departments/Units are also responsible for collaborating with the PPME Unit of the Commission in the delivery of their mandate as well as reporting on their activities and generating data for the M&E Unit on a quarterly and annual basis.

Administration and Human Resource Department: The Unit is responsible for generating and collating human resource and administrative data from regional and district for use by the M&E Unit for purposes of monitoring and evaluating performance of the Commission.

Legal Registry Unit: This is a unique unit under the Department of Investigations. The Unit is responsible for generating and collating complaints received and concluded at regional and district levels for use by the PPME Unit for purposes of monitoring and evaluating the performance of the Commission.

The monitoring arrangement in the MTDP 2026-2029 is depicted in Table 16.

For the impact indicators, the Commission adopts the:

- Good Governance Index (GGI);
- Transparency International’s Corruption Perceptions Index; and

Table 16: CHRAJ Monitoring Matrix 2026-2029

Indicators	Indicator Definition	Indicator Type ¹	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Goal: Decrease in incidence of corruption										
Decreases in public perception of corruption										
Objective: Improve Ghana’s CPI score from 42% to 48%										
Improved the ethics infrastructure in the Ghanaian public service										
Programme: Anti-Corruption										
Transparency International’s Corruption Perceptions Index	Composite index of corruption-related data which focuses on corruption in the public sector including the abuse of public office for private gain (i.e. bribes taken by public officials in public procurement)	Impact	42% (2024 score)	44%	46%	48%	54%	National	Annual	ACAs, AC CSOs, Parliament of Ghana & the Presidency
Good Governance Index (GGI)	Composite index covering six dimensions of governance, namely, Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law, Control of Corruption, based on over 30 individual data sources produced by a variety of survey institutes, think tanks, non-governmental organisations, international organisations, and private sector firms.		-0.05 (2022 estimates)	1	1	1	1.5	National	Annual	ACAs, AC CSOs, Parliament of Ghana & the Presidency
Improved human rights situation [Outcome indicators]										
Number of Human Rights Cases received, investigated and closed	Measures the extent to which the Human Rights of citizens are protected. It is quantitative assessment of proportion of persons who get redress over human Rights infractions.	OUTCOME	8,271 (as of 2024)	9,000	9,000	9,050	9,100	National, gender, PWDs, ESCR, Children's, Women's, Property & Civil and Political Rights	Daily	Human Rights, Regional, District offices, Legal Registry, Commissioners

Indicators	Indicator Definition	Indicator Type'	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
The average number of days to close Human Rights cases	The sum of the number of days spent on closed cases divided by the total number of cases closed	OUTCOME	1-30 days	1-20	1-20	1-20	1-20	National	Daily	Human Rights, Admin. Justice, Anti-Corruption Dep'ts; Regional and District Directors
Proportion of human Rights indicators that recorded improvement	CHRAJ's SOHR monitor progress in the following core areas of Human Rights: Rights to Basic Education; Rights to Health; Children's Rights; Women's Rights; Rights of the Aged; Dehumanising Religious Practices; Extremely Deprived Communities (Slums). The total number of indicators in these areas that recorded improvement in the assessment year, divided by the total indicators, expressed in percentage	OUTCOME	Children's Rights	To record improvement in all the 5 categories of <ul style="list-style-type: none"> Children's Rights, Women's Rights, ESCR, Property Rights and Civil and Political Rights 				National, gender, PWDs, ESCR, Children's, Women's, Property & Civil and Political Rights	Daily	Human Rights, Regional, District offices, Legal Registry
Percentage of citizenry who exercised their right to vote in national elections and referenda	The number of voters on the electoral register who vote in national elections and referenda, expressed as a percentage of total voter population	OUTCOME	63.9% voter turnout (2024 General Elections)	To advocate inclusion of all categories of PWDs to be able to vote without hindrance				National	Every 4 years	Human Rights, Regional, District offices, Legal Registry
Reported cases of Children's Rights	The total number of cases of child trafficking and child abuse recorded by state institutions	OUTCOME	3,109 (2024 data)	3,200	3,200	3,250	3,250	National	Daily	Human Rights, Regional, District offices, Legal Registry
Reported cases of Economic, Social and Cultural Rights	The number of ESCR reported for redress during the year	OUTCOME	1,097 (2024 data)	1,097	1,100	1,150	1,200	National, Regional & District levels	Daily	Human Rights, Regional, District offices, Legal Registry, Commissioners
Reported cases of Property Rights	The number of Property Rights vulnerable citizens reported at least one form of Property Rights during the year	OUTCOME	1,642 (2024 data)	1,642	1,650	1,650	1,650	National, Regional & District levels	Daily	Human Rights, Regional, District offices, Legal Registry, Commissioners
Reported cases of Women's Rights	The number of Women's Rights cases of recorded by state institutions	OUTCOME	2,803 (2024 data)	2,803	2,810	2,810	2,850	National, Regional & District levels	Daily	Human Rights, Regional, District offices, Legal

Indicators	Indicator Definition	Indicator Type ¹	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
										Registry, Commissioners
Reported cases of Civil and Political Rights	The number of Civil and Political Rights cases recorded by state institutions	OUTCOME	303 (2024 data)	303	303	303	303	National, Regional & District levels	Daily	Human Rights, Regional, District offices, Legal Registry, Commissioners
Number of institutions with disability-friendly structures	Total number of public institutions with disability-friendly structures	OUTCOME	14% in 60 public institutions in 10 regions (as of 2025) ¹	100%	100%	100%	100%	National, Regional and District levels	Yearly	MWH, LUSPA, MGCSP, NCPD, GASBE & Parliament
Number of systemic investigations (cultural, discriminatory and other systemic violations) conducted	Count of number of investigations carried out in the areas of cultural, discriminatory and other systemic violations conducted annually	OUTCOME	2 out of a target of 5 (as of 2024)	1	1	2	1	National	Yearly	Human Rights and Research Department
Type and quantity of human Rights education materials produced	Description of nature of educational material and count of total quantity of each type of materials including manuals, briefs, leaflets, etc	OUTCOME	Over 25,000 produced of a target of 10,000 (2022-2024)	5,000	-	1,000	15,000	National, Regional & District levels	Daily	Human Rights, Regional, District offices, Legal Registry, Commissioners
Number of public education activities on fundamental human Rights and freedoms conducted	Count of educational human Rights educational activities undertaken annually	OUTCOME	5,575 (as of 2024)	5,600	5,600	6000	6000	National, Regional & District levels	Daily, monthly (depending on the platform used)	Public Education Department, Regional & District offices
Number of reports on the State of Human Rights (SOHR) prepared	Count of SOHR reports prepared by CHRAJ in a pre-determined interval	OUTCOME	1 report submitted (2024 data)	-	1	-	1	National	Yearly	Research Department

¹ <https://www.graphic.com.gh/news/general-news/ghana-news-few-public-facilities-fit-for-pwds-survey.html> accessed on 06/10/2025

Indicators	Indicator Definition	Indicator Type'	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of reports on the implementation of the SDGs in Ghana prepared	Count of reports prepared by CHRAJ on the implementation of the SDGs in Ghana in a pre-determined intervals, focusing on adopted Human Rights SDGs indicators as well as the Rights-Based approach indicators adopted by CHRAJ	OUTCOME	5 reports submitted (2024 data)	1	1	1	1	National	Yearly	Research Department
Number of reports on the "Rights to Vote" prepared	Count of reports prepared by CHRAJ on the "Rights to Vote" by citizens in a pre-determined intervals	OUTCOME	2024	-	-	1	-	National	Yearly	Research, all Departments, Regions & Districts
Corruption [OUTCOME Indicators]										
Number of reported cases of corruption lodged with CHRAJ, investigated and closed	The count of total number of corruption related cases received by CHRAJ, those investigated and final determination made to close the investigation	OUTCOME	32 (2024 data)	100	100	100	100	Embezzlement, illegal acquisition of wealth, procurement breaches, influence peddling, & breach of confidentiality	Daily	Anti-Corruption, Legal Registry, Regions & District Offices
Percentage change in perception of corruptions of citizens in State Institutions, Public Sector and the Private sector	It is the change in the number of citizens surveyed who perceived State Institutions, Public Sector and the Private sector to be corrupt during the referenced period, expressed as a percentage of the previous year	OUTCOME	42% (2025 CPI data)	44%	46%	48%	54%	National	Annual	ACAs, AC CSOs, Parliament of Ghana & the Presidency
Administration, Management and Reporting [OUTCOME]										
Per capita computers and accessories	Total number of computers and accessories at the national, regional and district level divided by total number of employees at the time of assessment	OUTCOME	2024 ICT needs assessment report	60%	80%	90%	100%	Senior Officials	Yearly	ICT Department
Percentage implementation of the new scheme of service	The proportion of the key provisions in the new scheme of service and conditions of service	OUTCOME	Not adopted (2024 data)	PSC & FWSC to approve CHRAJ's new scheme of service and conditions of service for implementation				National	Yearly	HR, CHRAJSA, CHRAJ Management

Indicators	Indicator Definition	Indicator Type'	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
and conditions of service	actually implemented in a specified period									
Growth in assets base of CHRAJ	Percentage change in number of assets (i.e. ICT infrastructure & equipment, lands, buildings, and vehicles) acquired by CHRAJ compared with the previous year	OUTCOME	ICT infrastructure acquired in 2024	Roll out ECMS	Built 2 regional offices	Built 2 regional offices	Built 2 regional offices	National, Regional, & District levels	Yearly	Administration, ICT, PPME, Finance
Proportion of CHRAJ's business processes automated	The ratio of CHRAJ's operational activities from receipt of complain, to investigations, programme planning and monitoring and reporting, which is automated to all activities, expressed as percentage	OUTCOME	Head Office (2024 data)	Automate CHRAJ services nationwide by 2029				National, Regional, & District levels	Yearly	Administration, ICT, PPME, Finance
Time taken to prepare key domestic reports to meet the reporting obligation	Number of months taken to prepare and submit to appropriate authorities key domestic reports, including performance report to Parliament, Annual Progress Report on the implementation of medium-term plan, and budget performance report to Ministry of Finance	OUTCOME	Quarterly and annually (2024 data)	Quarterly and annually	Quarterly and annually	Quarterly and annually	Quarterly and annually	National	Quarterly and annually	PPME, Finance, Budget, Programmes, International Cooperations
Time taken to prepare key reports by CHRAJ to meet the reporting obligation of both the continental and global bodies	Number of months taken to prepare key reports and submit to appropriate global bodies	OUTCOME	Annually	annually	annually	annually	annually	National	annually	International Cooperations
Improved administrative justice delivery in Ghana [OUTPUT Indicators]										
Number of reported cases of administrative injustice received, investigated and closed	The count of total number of cases filed by complainants nationally, those investigated and final determination made to close the investigation	OUTPUT	297 (as of 2024)	600	600	600	600	abuse of office, complaint handling, service entitlement, cessation of employment and unfair treatment	Daily	Administrative injustice, Regional, District offices, Legal Registry, Commissioners
The average number of days to	The sum of the number of days spent to close all reported cases of	OUTPUT	1-30 days	1-20	1-20	1-20	1-20	National	Daily	Administrative injustice, Admin.

Indicators	Indicator Definition	Indicator Type'	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
close reported cases of administrative injustice	administrative injustice divided by the total number of cases closed									Justice, Regional and District Directors
Number of tools/reforms implemented to address systemic administrative injustices	Count of interventions implemented solely or jointly with other relevant public institutions including PSC, Labour Commission and OHCS, to permanently address recurrent administrative injustice concerns.	OUTPUT	ECMS (2023 data)	Complete Rollout ECMS	Complete Rollout ECMS	Complete Rollout ECMS	Complete Rollout ECMS	Administrative justice, human rights, anti-corruption, public education, rights to vote etc	Daily, yearly	All Departments
The number of Service Charters developed for MMDAs	Total count of Service Charters developed for MMDAs for a given year	OUTPUT	Lack of data	Assists MDAs and MMDAs developed client service charters				MDAs, MMDAs	Yearly	OHCS, CHRAJ
Number of staff of MDAs client service units trained in grievance resolution and handling	Total count of staff of MDAs client service units trained in grievance resolution and handling in a given year	OUTPUT	Zero (2024 data)	Train staff of MDAs on grievance redress	Train staff of MDAs on grievance redress	Train staff of MMDAs on grievance redress	Train staff of MMDAs on grievance redress	MDAs, MMDAs	Quarterly	OHCS, CHRAJ
Number of public education activities undertaken for the general public	Total count of public education campaigns undertaken for the general public by types in a given year	OUTPUT	1,327 (2024 data)	1,000	1,000	1,000	1,000	National, Regional & District levels	Daily, monthly (depending on the platform used)	Public Education Department, Regional & District offices
Number of management personnel of MDAs trained in principles of administrative justice	Total count of Management staff of MDAs trained in in principles of administrative justice in a given year	OUTPUT	Senior security personnel trained (2024)	50	50	50	50	National	Daily	Administrative injustice, procurement, and stores
Anti-Corruption [OUTPUT Indicators]										
Number of contraventions/breaches of the Code of Conduct	Total count of contraventions/breaches of the Code of Conduct for public officers investigated in a specified period	OUTPUT	32 (2024)	100	100	100	100	National, Regional, District, Public Institutions	Daily	Ant-Corruption Department, Legal Registry

Indicators	Indicator Definition	Indicator Type ¹	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
for public officers investigated										
Number of risk assessment reports of public institutions prepared	Total count of risk assessment reports of public institutions prepared in a specified period	OUTPUT	2 out of 10 planned for 2022-2025 MTDP (2024)	2	3	3	2	Public Institutions	Yearly	CHRAJ, UNODC, Public Institutions

7.5 Proposed processes for undertaking M&E

Achieving the objective of the proposed M&E system requires a process of cultural change within CHRAJ, particularly with respect to adhering to common timeframes for performance review and reporting. In this regard, the proposed institutional arrangement should be effective in responding to this need to allow for the efficient and timely flow of information and data collection at the operational level.

PPME Unit: Section 12, sub-section 1(b) of the Civil Service Law, 1993, PNDC Law 327, requires public institutions to establish Policy Planning, Monitoring and Evaluation Division (PPMED) to coordinate and monitor programme implementations. In the light of this legal framework, the PPME of CHRAJ shall have overall oversight responsibility for the conduct of M&E as well as develop the M&E system. Their specific role and responsibilities shall include:

- undertaking M&E needs assessment to support capacity building at all levels at the Commission;
- develop baseline and institutional-specific programme indicators and define the indicators for measuring change, including gender, environment and social protection issues;
- establish the targets for all relevant indicators;
- establish a list of programmes/projects to be carried out by CHRAJ that will contribute to the indicator achievement;
- monitor progress of projects and programmes, with support of all department and regional and district offices at regular intervals;
- collect and collate relevant data on indicator achievement as the sector monitoring of indicators demands;
- undertake quarterly and annual performance review/ impact assessment of SMTDP policies, programmes and projects with all sector stakeholders;
- initiative and conduct relevant surveys with support of GSS and Academia;
- lead the dissemination of M&E reports to all stakeholders; and
- lead the evaluation of the implementation of the SP and medium-term development plan.

Regional Offices: Regional offices will serve as important function in providing the link between the districts and the national office. A regional office acts as a major clearinghouse that validates and verifies information on projects and indicator achievement from the district office, before forwarding it to the PPME Unit at the national level.

District Offices: Another important component of the proposed M&E system is the district M&E system. An efficient M&E system at the district level will enhance the availability of timely and efficient data at the regional and national levels. This will also allow for effective analysis of data on a geographical basis. Efforts will be made to develop an efficient M&E system at the 182 CHRAJ district Offices headed by a designated senior officer.

The processes for the conduct of M&E under this arrangement will continue to follow the existing process, including identifying and defining indicators for tracking the implementation of planned programmes, projects, and activities contained in the Commission's MTDPs and Annual Work Plans (AWP). Data for M&E will continue to be provided by the various departments, regional and district offices of CHRAJ based on a purposefully designed data collection templates provided by the PPME Unit. Data will be generated through field observations, key informant interviews, questionnaires, client satisfaction surveys, literature review and research work. Administrative data sources such as divisional reports, ECMS and the Discriminatory reporting systems will also serve as important additional source of data.

The information obtained will be subjected to comprehensive stakeholder review through regular meetings. The validated data will be analysed and monitoring reports prepared periodically (i.e. quarterly and annually) in conformity with the prescribed format by oversight institutions such as Parliament, NDPC and Ministry of Finance. Appropriate validation of these reports by internal and external stakeholders shall continue before approval, publication and subsequent submission to the relevant agency of state.

7.6 Implementing Proposed M&E Arrangements

The implementation of the proposed M&E arrangements will follow a relatively gradual approach, beginning with strengthening the structures at the national level, and subsequently extending to the regional and district levels during the implementation period. The proposed M&E arrangements will be implemented as part of the long-term objective to institutionalise M&E within CHRAJ.

The process will entail mobilising the appropriate support from key national institutions, including NDPC, to build the relevant capacity to conduct effective M&E, especially at regional and district levels, and improving the M&E coordination at the national level. In the second year of the implementation of the national M&E plan, seven regional offices will be supported to establish an M&E

system on a pilot basis. This will be expanded annually until all regional and district offices have set up a functional M&E system. These will then be integrated into a national system. It is expected that the establishment of a functional M&E system will improve the capacities of regional and district offices; increase ownership of the M&E process; and institutionalise M&E within CHRAJ.

7.7 Evaluation activities

There were limited evaluations conducted in the 2022-2025 planning period. The 2026-2029 MTDP envisages conducting an evaluation of some of the programmes and projects in the POAs and AAPs to inform evidence-based decision-making. Three levels of evaluation, namely Ex ante, mid-term, and end-term evaluations, are planned to be completed.

7.8 Sustainability, Accountability, and Lessons Learned in Monitoring and Evaluation (M&E)

The CHRAJ M&E processes are crafted to ensure sustainability and accountability at all levels.

7.8.1 Sustainability

Under the 2022-2025 MTDP development interventions, the Commission received funding support from the World Bank under the auspices of the PSRRP. This enabled the commission to develop an ECMS and also procured a number of ICT equipment and network infrastructure to leverage technology in the delivery of its mandates. The ECMS is fully operational, and staff are trained at all levels. The Commission MTDP 2026-2029 has made adequate provision for the procurement and installation of IT equipment in all CHRAJ Offices (Head Office, regional and district offices) to ensure a successful rollout of the electronic case management system.

Budgetary provisions are also made to train all end users to ensure the system is functional and sustainable. The concentration of the training will be on the Regional and District Directors when the system is fully rolled out in the course of 2026.

The use of ICT in case management will also ensure prompt, accurate and reliable data collection and analysis for timely reporting and decision-based policy advocacy.

The Kenya Human Rights Commission (KNHRC) and the Kenya Office of Ombudsman (KAJ) are credited in West Africa for leveraging ICT to deliver on human Rights and administrative justice cases. The Commission in 2023 embarked on a study to study their modules and operations, and has built a good network with the KNHRC and KAJ. The Commission will continue to engage with these regional stakeholders to share resources, expertise, and knowledge products.

7.8.2 Accountability

The M&E monitoring matrix is a comprehensive tool with SMART indicators to measure all the development interventions outlined for implementation. Each indicator has been operationally defined and categorised. The Commission has set targets and a time frame for the implementation of each indicator and assigned responsibility to various actors within the CHRAJ M&E institutional architecture.

Chapter eight details how the M&E findings will be disseminated to relevant stakeholders through various platforms.

7.9 Lessons Learned and Implications for 2026-2029 MTDP

While implementing programmes and projects for the 2022-2025 MTDP, the Commission has learnt key lessons which have informed the direction of the 2026-2029 MTDP as follows:

- **Triple Mandate and Insufficient Governing Body**

The Commission combines three institutions in one: National Human Rights Institution (NHRI); Ombudsman and an Anti-Corruption Agency and Ethics Commission for the public service. By this arrangement, the state has saved a lot of resources which would otherwise have been used in opening and staffing three different institutions.

After 32 years of operation and the mounting workload, the present number of three Commissioners, made up of the Commissioner and two Deputies, is proving to be seriously inadequate to superintend the ever-increasing functions of the Commission.

- **Broadening the Next line Under the Commissioners**

While anticipating a constitutional review which may enlarge the current number of Commissioners from three to seven to reduce the present huge workload on the Commissioners, the proposal is to establish some departments under the 2022-2025 MTDP. The Commission has prepared the Conditions of Service of these officers whose positions currently do not exist among the positions of staff in the Commission and catering for their salaries and other benefits. These proposals have been submitted for consideration by the PSC. Unfortunately, this objective has not been achieved.

Based on these lessons and consultations with stakeholders, the Commission has reviewed and proposed the passage by Parliament of the CHRAJ Act, (Act 456) (Amendment) Bill and the new CHRAJ (Investigations Procedure) Regulations, to replace (C.I 67) of 2010, as well as reviewed the Complaint Handling Manual and Registry Manual.

Geographical Spread and manual handling of cases

The Commission is currently present in all 16 regional administrative regions, with 2 sub-regional offices and 182 district offices spread across the country. By the close of the MTDP 2022-2025, the Commission is piloting an electronic case management system (EMS) at the Head Office and its Greater Regional Office. The sub-national levels operate an entire manual case management process riddled with delays and inaccuracies in data capturing. The new SMTDP proposed to strengthen the ITC infrastructure to support ECMS nationwide roll-out. The Commission will procure and install IT equipment in all CHRAJ Offices (Head Office, regional and district offices) to ensure a successful rollout of the electronic case management system.

Chapter Eight: Development Communication Strategy

8.0 Introduction

This communication strategy is designed to ensure the CHRAJ Medium-Term Development Plan (MTDP) for the years [2026–2029] is implemented in a transparent, effective, and significant manner. The plan offers an organised framework for informing stakeholders, promoting public ownership of the Commission's work in administrative justice, anti-corruption, and human Rights, and disseminating information about the MTDP's goals. It is intended to be proactive, inclusive, and goal-oriented.

8.1 Formulating Communication Strategy

8.1.1 Goals of the Communication

This communication strategy's main objectives are:

1. **Awareness and Understanding:** To ensure that all target audiences have a thorough awareness of the CHRAJ MTDP's main priorities, goals, and anticipated results.
2. **Stakeholder Engagement and Ownership:** To encourage citizens, civil society, and government agencies actively participate, provide feedback, and have a sense of ownership over the MTDP development interventions.
3. **Resource Mobilization and Advocacy:** To support advocacy initiatives and attract in the funds and collaborations required from both the private and public sectors, as well as development partners, for the MTDP to be implemented successfully.
4. **Accountability and Transparency:** To establish clear channels for reporting progress on the MTDP, thereby demonstrating accountability to the public and building trust in CHRAJ's work.

8.1.2 Identified Target Audience

Table 17: MTDP Communication key messages, audience and channels

Target Audience	Specific Segments	Tailored Key Messages	Recommended Channels
General Public/ Vulnerable Groups	<ul style="list-style-type: none"> • Women and men in urban and rural communities. • Youth and student groups. • Persons with Disabilities (PWDs). • The elderly • Urban poor and rural subsistence farmers. • Illiterate and semi-literate populations. 	"CHRAJ's new plan is about YOU. We are expanding our services to your community to better protect your Rights, fight corruption that affects your daily life, and ensure you are treated fairly by public officials."	<ul style="list-style-type: none"> • Community Radio talk shows in local languages. • Town Hall Meetings & Mobile Van Outreach in remote districts. • Simplified Print Materials (posters, comics) in English and local languages. • SMS/USSD Platform for basic phone users • Engagement through Local Chiefs and Religious Leaders.
Victims of Rights Abuses	<ul style="list-style-type: none"> • Persons who have experienced administrative injustice (e.g., unfair dismissal, denial of services). • Whistleblowers and anti-corruption activists. • Survivors of gender-based violence (with a focus on women and children). 	"CHRAJ is making it easier and safer for you to seek justice. Our new plan strengthens confidential reporting, especially for women, PWDs, and whistleblowers. You are not alone."	<ul style="list-style-type: none"> • Toll-free Hotline with enhanced confidentiality. • Targeted workshops with shelters and support groups for GBV survivors. • Dedicated email/online portal for secure complaint filing. Eg. SDRS, ECMS
Formal Institutions (including Public Servants & Government)	<ul style="list-style-type: none"> • Government Ministries, Departments, and Agencies (MDAs). • Parliament and the Judiciary. • Security Agencies (Police, Military). 	"The CHRAJ MTDP outlines our collaborative framework. We are committed to working with MDAs to build capacity for administrative justice and integrity, creating a more efficient and trusted public service for all Ghanaians."	<ul style="list-style-type: none"> • Official Memoranda and direct presentations to MDAs. • Structured workshops and training sessions. • Parliamentary Select Committee briefings.
Civil Society & Media	<ul style="list-style-type: none"> • Human Rights and Anti-Corruption CSOs. • Community-Based Organizations (CBOs). • National and local media (journalists, editors). 	"Partner with us to amplify impact. The CHRAJ MTDP is a tool for collective action. Let's work together to monitor progress, hold power accountable, and educate citizens on their Rights and responsibilities."	<ul style="list-style-type: none"> • Formal launch event of the MTDP. • Exclusive press briefings and press kits. • CSO Partner Forum for regular updates and collaboration. • Social media (X, Facebook etc) for real-time engagement.
Development Partners & Private Sector	<ul style="list-style-type: none"> • International Donor Agencies (e.g., UNDP, EU, GIZ, WORLD BANK, UNFPA, UN). • Corporate organizations and business associations. 	"Invest in a pillar of Ghana's democracy. The CHRAJ MTDP is a costed plan for strengthening governance. Your support is critical for achieving tangible results in human Rights protection and anti-corruption."	<ul style="list-style-type: none"> • Formal project proposals and one-on-one meetings. • Donor coordination forums. • Professional reports and newsletters highlighting milestones.

8.1.3 Communication Messages for MTDP Dissemination

- Launch Message: "CHRAJ Launches Ambitious 4-Year Plan to Deepen Human Rights and Fight Corruption. The MTDP [2026-2029] sets a new standard for accessibility and impact."
- Benefit-Oriented Message: "What does the CHRAJ MTDP mean for you? Faster complaint resolution, stronger protection for whistleblowers, and justice brought closer to your community."
- Progress Update Message: "MTDP Progress Report using the ECMS data: Thanks to our partners, CHRAJ will provide updates on the number of officials trained yearly, quarterly number of cases investigated on all the mandates areas, and the number of citizens and communities and organisations reached through promotion and awareness creation."
- Call-to-Action Message: "Read the full CHRAJ MTDP summary on our website. Know your Rights. Report corruption. Join us in building a more just Ghana."

8.1.4 Indicators to Assess the Effectiveness of the Communication Strategy

Output Indicators:

- Number of MTDP copies distributed (print and digital).
- Number of media mentions (monitoring tone and reach).
- Attendance at launch and dissemination events.
- Website traffic and downloads of the MTDP document.
- Pre- and Post-Campaign Surveys: Measurable increase in public awareness of the MTDP's key objectives.
- Stakeholder Feedback: Qualitative feedback from CSOs, media, and partners on the clarity and usefulness of communication.
- Behavioural Change: Increase in complaints filed, especially from targeted vulnerable groups (disaggregated by gender, location, etc.).
- Resource Mobilisation: Successful securing of funding/partnerships attributed to MTDP advocacy efforts.

Key Challenges

- ✓ Insufficient Budget allocation for an Institution which in reality combines 4 separate institutions (National Human Rights Institution, Ombudsman, Anti-Corruption Agency, and National Preventive Mechanism).
- ✓ Half of the Commission's 2025 Goods & Services budget was arbitrarily slashed, which severely affected programmed activities and the same amount was repeated as the 2026 ceiling.
- ✓ Consistent delay in receiving quarterly allotment and release of Funds from the Ministry of Finance.
- ✓ Inadequate Staff

ANNEXES

ANNEX 1: Update on Expenditure

Budget Items	2021			2022			2023			2024		
	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure
Compensation	26,237,023.92	31,208,134.4	31,208,134.4	39,527,000	43,322,497.96	43,322,497.96	41,898,620	53,769,262.04	53,769,262.04	57,082,051	64,385,795.07	64,385,795.07
Goods & Services	14,035,083.13	8,976,913.73	8,976,913.73	15,325,000	3,662,982	3,662,982	2,413,688.00	2,413,687.51	2,413,687.51	16,069,943	13,840,026.83	13,840,026.83
CAPE X	6,325,000	4,568,936.68	4,568,936.68	6,000,000	2,579,157	2,579,157	1,088,000	1,064,549.17	1,064,549.17	15,125,411	13,618,002.68	13,618,002.68
Total	46,597,107.05	44,753,984.81	44,753,984.81	60,852,000	49,564,636.96	49,564,636.96	45,400,308	57,247,499.52	57,247,499.52	88,277,405.11	91,843,824.60	91,843,824.60

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