

COMMISSION ON HUMAN RIGHTS AND ADMINISTRATIVE JUSTICE

FIVE-YEAR STRATEGIC PLAN 2011-2015

including Implementation and Monitoring & Evaluation Plans

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List of Abbreviations and Acronyms

AC	Anti-Corruption
ADKAR	Awareness, Desire, Knowledge, Ability, Reinforcement
A-G	Attorney-General
AU	African Union
CDD	Centre for Democratic Development
CEPS	Customs, Excise, and Preventive Service
CHRAJ	Commission on Human Rights and Administrative Justice
COC	Code of Conduct
DOVVSU	Domestic Violence Victims Support Unit
E-CMS	Electronic Case Management System
EOCO	Economic and Organized Crime Office
ESCRs	Economic, Social, and Cultural Rights
FCUBE	Free, Compulsory, and Universal Basic Education
GES	Ghana Education Service
GII	Ghana Integrity Initiative
GoG	Government of Ghana
GPRS II	Growth and Poverty Reduction Strategy II
HQ	Headquarters
HR	Human Rights
HRM	Human Resource Management
ICT	Information and Communication Technology
IGIs	Independent Governance Institutions
IT	Information Technology
L&I	Legal and Investigations
MDA	Ministries, Departments, and Agencies
MMDAs	Metropolitan, Municipal, and District Assemblies
MOFEP	Ministry of Finance and Economic Planning
MOWAC	Ministry of Women and Children Affairs
MTDP	Medium Term Development Plan
NACAP	National Anti-Corruption Plan
NAHRAP	National Human Rights Action Plan
NCCE	National Commission for Civic Education
NGOs	Non-Governmental Organizations
NHIS	National Health Insurance System
NHRI	National Human Rights Institution
NIP	National Integrity Programme
OHCS	Office of the Head of Civil Service
PE	Public Education
PEST	Political, Economic, Social, and Technological Analysis
PLWHAs	People Living With HIV/AIDS
PSC	Public Services Commission
RBA	Rights Based Approach
SSSS	Single Spine Salary Structure
SOHR	State of Human Rights Report
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UN	United Nations
UNDP	United Nations Development Programme
WBA	Whistleblower's Act

PREFACE

The Commission on Human Rights and Administrative Justice (CHRAJ) developed this Strategic Plan through a participatory and consultative process with input from the Commission members, staff from its central, regional, and district offices, as well as key external partners. This approach ensured the Commission's ownership of the articulated strategic directions. The process began with a careful assessment of the national context, the political, economic, social, and technological (PEST) factors, the Commission's own experiences, and challenges. The Commission's senior management analysis included not only a PEST assessment but also lessons it has learned over the years and its own strengths, weaknesses, opportunities and threats (SWOT). This process provided the framework for CHRAJ to identify and develop its strategic direction for the upcoming five, 2011-2015.

In the upcoming five years, there will be some changes and a shift of emphasis in the Commission's programming work. Managing these changes properly is crucial to the successful realization of the Commission's goals in delivering its services efficiently and an important priority. Thus, we will adapt an inclusive change management strategy to implement the new programmatic direction with the full participation of Commission members and staff. Programmatically, the Commission will focus on its people, systems and processes, and facilities and equipments. These are programmatic requirements necessary to build our capacity and enable us deliver our strategic goals. The Commission will strengthen its management and technical capability ensuring a balance of requisite skills and staffing numbers. We will improve and develop essential systems and process as well as provide a guide for staff to know how to work in a new way. These changes will be made with three programmatic approaches to standardize implementation of the Commission's interventions: a rights-based approach, gender mainstreaming and strategic partnerships for complimentary programmatic synergies with other independent institutions to maximize its effectiveness. Finally, the Commission will continue focusing on enhancing its visibility by providing information about its role, achievements, and services offered to the public. We will manage these changes over the next five years through a participatory and monitored implementation with coaching and mentoring of staff as an essential element.

Our mission is to enhance the scale of good governance, democracy, integrity, peace, and social development by promoting, protecting, and enforcing fundamental human rights and freedoms and administrative justice for all persons in Ghana. This Strategic Plan represents the strategic directions guiding the Commission's work over the next five years. It is also a framework for resource mobilization from the Government and Development Partners as it shows the financial obligation required to meet the Commission's mandates.

The Commission thanks all staff for their commitment, dedication, and a job well done thus far especially in completing this plan. We urge all of you to continue in the same spirit to enable us meet the challenge of successfully realizing our strategic objectives. Finally, the Commission is extremely grateful to DANIDA and all stakeholders who have supported this process.

Richard Quayson,

DEPUTY COMMISSIONER

FOREWORD

The Commission on Human Rights and Administrative Justice (CHRAJ) has done an excellent job since its inception with significant results, which have led to our solid public credibility, legitimacy and the goodwill we receive. We have expanded from headquarters to ten regional offices, two sub regional offices, and ninety-six district offices across the country. Together we have contributed to Ghana's Jurisprudence, anti-corruption activities, increased awareness of human rights condition of the vulnerable and held public office holders to account. As we move forward, we will build on all our strengths and advancements so far to address our weaknesses and challenges and enable us achieve our mission to enhance the scale of good governance, democracy, integrity, peace, and social development by promoting, protecting, and enforcing fundamental human rights and freedoms and administrative justice for all persons in Ghana.

During this Strategic Plan period of 2011-2015, CHRAJ will pursue its goals of promoting and protecting fundamental human rights and freedoms, promoting fair administration of public services and contribute to public demand for better service delivery, and promoting and protecting national integrity and investigate corruption. Additionally, a key strategic objective for this period will be enhancing gender equality. To ensure we achieve these strategic goals, we will undertake a critical programmatic goal of strengthening our capacity. This means we will have to make several positive changes to how we work for us to become more successful in delivering our mandates effectively. These changes include improving our capabilities and having the right people with the right skills at the right place, improving our systems and processes, rehabilitating our physical spaces and equipments, and enhancing our visibility. By 2015 we at CHRAJ will have realized much-awaited upgrades to increase our moral and abilities for us to be delivering quality services for everyone in Ghana.

The upcoming phase of CHRAJ's development is going to be challenging because we will need to change old behaviors and learn new ones that will ultimately make our efforts more efficient and effective. Doing things in a new way will not be easy but we will help you acquire capability to implement the changes, we will keep communicating to help you understand why changes are necessary, how they will help us work smarter for better results and to reinforce changes. Over the years, I have witnessed your dedication and hard work, together we have overcome several obstacles with significant success and I am confident that moving forward we will have even greater achievements together.

Anna Bossman,
COMMISSIONER

EXECUTIVE SUMMARY

Background

Ghana is one of the few countries in West Africa, which has remained stable in spite of conflicts in neighboring countries and in the region. Ghana's democracy is generally strong in comparison to most other African nations with higher standards of political rights, civil liberties, and freedom of press. Human rights feature strongly in the Ghanaian Constitution, 1992 (Chapter 5) and include a comprehensive protection of all categories of human rights. Several public and independent government institutions including the Judiciary and the Commission on Human Rights and Administrative Justice (CHRAJ) are in place to protect the various rights.

CHRAJ has a triple mandate that comprises of: (a) a National Human Rights Institution (b) an Ombudsman and (c) an Anti-corruption Agency. Additionally, new laws which affect Human Rights and Administrative Justice (for example the Freedom of Information Bill 2002, the Domestic Violence Act 2007 and the Whistleblower Act 2006) offer CHRAJ new opportunities to further improve Ghana's standards of rights promotion and protection. The Commission has worked to deliver on these mandates and has established itself as an institution with considerable public legitimacy, credibility, and recognition, both nationally, and internationally. This is in spite of inadequate budgetary allocations that have caused infrastructural and human resource constraints. The lack of human capacity and resources and unacceptable working infrastructure results in unattractive conditions of service and remuneration for Commission staff and has led to a high attrition rate of staff especially among core professionals necessary to CHRAJ. These constraints have weakened CHRAJ's institutional capacity to realize fully its potential scope especially in the districts and deliver of all mandated services to all persons in Ghana.

To improve its promotion of good governance, protection and enforcement the myriad of human rights, freedoms, and administrative justice for every person in Ghana as constitutionally and legally charged to it, CHRAJ has to increase its organizational effectiveness to improve its delivery of services.

Chapter Outline

Chapter One presents the situation analysis, reviewing the national context, organizational assessment with a SWOT analysis and an external environmental analysis. **Chapter Two** presents the Commission's strategic model, the statutory functions, vision and mission of CHRAJ, strategic goals, objectives, and outcomes. **Chapter Three** presents the Commission's programmatic direction, the programmatic goal and approaches to be used for the Strategic Plan. **Chapter Four** presents the Commission's programmatic requirements, the people, systems & processes, facilities and equipments, and visibility CHRAJ needs to achieve its planned goals. **Chapter Five** presents the implementation process for this Strategic Plan, the implementation approach, roles and responsibilities, action plans, risks and assumptions, and programme roadmap. **Chapter Six** presents the monitoring and evaluation scheme, the roles and responsibilities, logical framework, and reporting guidelines. **Chapter Seven** presents a change management model. **Chapter Eight** presents the financial framework, with the financing requirements, indicative cost summary and budget for the Strategic Plan 2011-2015.

CHAPTER ONE - SITUATION ANALYSIS

1.1: NATIONAL CONTEXT

Ghana is one of the few countries in West Africa, which has remained stable in spite of conflicts in neighboring countries and in the region. Democracy is generally strong compared to most other African nations with higher standards of political rights, civil liberties, and freedom of press¹. The World Bank governance indicators say that voice, accountability and the control of corruption have improved since 1996. This is partly a consequence of a significant increase in the level of expenditure from the GoG to Independent Governance Institutions (IGIs) in recent years in addition to a series of political reforms². In particular funding to Parliament and the Judiciary has more than tripled since 2001, while expenditures to the Commission on Human Rights and Administrative Justice (CHRAJ) and the National Commission for Civic Education (NCCE) have doubled³. Despite this increase in funding, the rapid growth in size and responsibilities of CHRAJ means that there is still a substantial funding deficit.

The slowly improving democratic process in Ghana is also a contributing factor to limiting the likelihood of crisis in the country, despite persisting imbalances related to geography (rural-urban, North-South developmental divides)⁴. While inequalities persist, Ghana is not a case of serious political exclusion. Poverty and limited access to resources have resulted in localised violence between ethnic groups in the North, but this is not likely to escalate into violent political mobilisation, as there is a tradition for broad based representation in Ghana. Consequently, each consecutive Ghanaian government has had a reasonable balance of regional representation. In addition, the Constitution requires parties to be national thus limiting the possibility of using the party as a base for regionalisation or ethnic strife⁵.

Considering the political history of Ghana since independence the general situation for human rights and good governance in Ghana is assessed as relatively good, but still not without problems. As regards good governance, a number of reforms have been executed or are in progress, aiming to bring better services closer to the population and promote financial governance. These reforms include financial management reforms, decentralization of functions and services, and the planned decentralization of district staff.

Human rights feature strongly in the Ghanaian Constitution, 1992 (Chapter 5) and include a comprehensive protection of all categories of human rights. Several public and independent government institutions including the Judiciary and CHRAJ are in place to protect the various rights. In addition Ghana has signed all major international covenants and declarations concerned with human rights⁶. Although Ghana has achieved some success in domesticating and integrating these treaties into its domestic laws, a significant number of laws still have to be enacted to achieve the aims and

¹ Freedom House (2005): Table of Independent Countries

² ODI (2007): Budget Support to Ghana: A Risk Worth Taking? *Briefing Paper*

³ Joint Review of Support to IGIs, 2007

⁴ GPRS II (2006-2009) and Langer et al (2007): Horizontal Inequalities in Nigeria, Ghana and Cote d'Ivoire: Issues and Policies *Crisis Working Paper No. 45*

⁵ Langer et al (2007): Horizontal Inequalities in Nigeria, Ghana, and Cote d'Ivoire: Issues and Policies. *Crisis Working Paper No. 45*

⁶ These are: The International Covenant on Economic, Social and Cultural Rights (ratified on 7th December 2000), (2) International Covenant on Civil and Political Rights (ratified on 7th December 2000), (3) The (First) Optional Protocol to the International Covenant on Civil and Political Rights (ratified on 7th December 2000), (4) Covenant on the Elimination of All Forms of Racial Discrimination (ratified on 4th January 1969) (5) Convention on the Elimination of All Forms of Discrimination against Women (ratified on 1st

objectives of these conventions. Moreover, Ghana has received relatively low rankings on corruption indexes, with Global Integrity reporting that between 2006 and 2009 there was little improvement in corruption. The issue of human trafficking remains a major obstacle in improving Human Rights rankings.

The GPRS II (and also the more recent National Medium Term Development Policy Framework 2010 – 2013), both set ambitious goals for the promotion of human rights and good governance, such as enhanced social services in education, health, water and sanitation. In their programmes for vulnerable and the excluded, both talk about: (i) promoting women's access to micro-credit, (ii) attainment of social justice and equity, and respect for human rights, (iii) prevention of the spread of HIV and providing care for PLWHAs, and (iv) improving the quality of life of the physically handicapped. Specific governance references are made to the provision of security and strengthening the rule of law, and to accelerating the implementation of decentralization.

The Commission for Human Rights and Administrative Justice (CHRAJ) was established in 1993 by Act 456 pursuant to Article 216 of the 1992 Fourth Republican Constitution of Ghana. The main functions of the Commission are set out in the CHRAJ Act, 1993 (Act 456). The Commission was further granted additional functions in subsequent legislation: the Children's Act, 1998 (Act 590), Administration of Stool Lands Act, and the Whistleblower Act, 2007 (Act 720), among others.

The first phase of the Commission's development and work (1993 – 2009) focused on creating the broad awareness and understanding of human rights, administrative justice, and anti-corruption values in Ghana. As the Commission begins a new phase in its development, it has been agreed that there is the need to develop a new strategic framework for CHRAJ.

1.2: ORGANISATIONAL ASSESSMENT

Current Structure of the Commission: CHRAJ operates under a three-member governing body that comprises a Commissioner as Chair and two deputy Commissioners. The Commission has five (5) departments namely: Legal and Investigation; Anti-corruption; Public Education; Finance; and Administration

Offices: CHRAJ has ten regional offices in the ten regional capitals, two sub regional and ninety-six district offices across the country ensuring that the work of the Commission is brought to the doorstep of the ordinary person.

Clientele: The Commission's clients comprise the following:

- The government and its agencies;
- Persons with complaints about Human Right or Administrative Injustices;
- Private companies with complaints;
- The General Public

Performance Assessment and Achievements: CHRAJ achieves its objectives through the performance of the following activities:

- Routine or special investigations;
- Organization of workshops, conferences and seminars on various subjects on Human Rights for target groups;
- Public education; and Research into specific subject areas

Achievements: Since its establishment, CHRAJ has made considerable progress – both internal and external. Internally the organization has expanded from its initial office (headquarters) in Accra in 1993 and presently has ten regional offices, two sub regional and ninety-six district offices across the country. The major achievements of the Commission are summarized as follows:

- Public credibility and legitimacy;
- Contribution to the development of legal practice in Ghana (Jurisprudence);
- Anti-corruption activities;
- Changes/awareness in human rights abuses;
- Highlighting of general human rights conditions through: visits to prisons, holding of public office holders to account etc;
- Public educational campaigns; and Awards and recognition

Cases: Since its inception in 1993 to 2009, the Commission has received 164,989 cases, of which 157,287 have been disposed and 7,702 pending.

Public educational campaigns: Since its inception, the Commission has undertaken several human rights educational campaigns and the nature of these campaigns have comprised of: community outreach, training programs, media outreach and school programs. The educational campaigns have been aimed at the security services, the judiciary, government Ministers and Members of Parliament, NGOs, traditional leaders, faith based organizations, educational and health institutions, artisans and the media. By the end of 2009, the Commission had undertaken about 9,180 public educational campaigns excluding seminars and workshops.

Summary

The first phase of the Commission's development and work (1993 – 2009) focused on creating the broad awareness and understanding of human rights, administrative justice, and anti-corruption values in Ghana. CHRAJ has been largely successful in changing Ghana's rights culture at the national level, and to some extent at the decentralized levels also, although the Commission acknowledges the need to extend and sustain its outreach at the district level. As the Commission begins a new phase in its development, a new strategic framework to guide CHRAJ is an agreed necessity.

Analysis of CHRAJ's Strengths, Weaknesses, Opportunities, and Threats

As a key input to taking account of the changing context, and to redefining organizational priorities, an analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT) has been undertaken by CHRAJ management, and is presented in the tables in the section that follows. The SWOT analysis, and the External Environmental analysis that accompanies it, provide the framework within which CHRAJ has developed its strategic priorities for the period 2011 – 2015.

TABLE 2: ANALYSIS OF CHRAJ'S STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

STRENGTH	
CROSSCUTTING	
<ul style="list-style-type: none"> – Public legitimacy and credibility both nationally and internationally. – Longevity and growth of CHRAJ – Good country Network because of presence in regions and districts – Partnerships between CHRAJ and local civic groups, NGOs, diplomatic missions development partners and regional networks – Autonomy of CHRAJ respected by government and not hindered by executive control – Relative stability of CHRAJ as a constitutionally entrenched organisation (1992). – High level of public education particularly in schools has increased the visibility of CHRAJ – Continued provision of free services for all. – The triple mandate is conceptually a strength - good coordination, easy access and lack of duplication in the three related areas of work, and the linkage between Human Rights, Ombudsman and Anti-corruption is addressed 	
Human Rights Institution	
<ul style="list-style-type: none"> – Ability to monitor human rights abuses (prison inspection) – Improved access and awareness of Ghanaian public to rights and entitlements. – CHRAJ enjoys particularly high public confidence as a Human Rights Institution – Public credibility and legitimacy 	
Administrative Justice /Ombudsman	
<ul style="list-style-type: none"> – Contribution to the development of the body of jurisprudence in Ghana. 	
Anti Corruption	
<ul style="list-style-type: none"> – Investigation of a number of high profile cases has increased public awareness and trust in CHRAJ. – Holding of public office holders to account has led to increased trust. – Pioneering role of CHRAJ in creating an ethics infrastructure for the country 	
Public Relations & Communication	
<ul style="list-style-type: none"> – Extensive Media Sensitization Programme on Effective Human Rights Reporting has improved media reportage on Human Rights Issues and has created more awareness of the mandates of the Commission – Training of Directors on Effective Media Relations has enhanced their abilities to relate to the media more effectively. 	

WEAKNESSES

- Inadequate infrastructure of Regional and district offices. Inadequate capacity of staff at district level
- Inability to monitor the work of the regions and districts
- High Staff turnover among core staff
- Triple Mandate not reflected in budgetary allocations nor in human resource capacity
- Inadequate resources at district level (especially transportation), lack of adequate infrastructure, financial and human resources capacity, work methods not commensurate with scope of mandate
- The Commissioner and Deputy Commissioners are over burdened with work ;
- E-CMS is not utilised effectively to improve case management.
- Inability to fundraise has led to over dependency on the ministry of Finance when implementing activities.
- Due to increasing responsibilities and workload, the triple mandate stretches CHRAJ's capacity to the point where inefficiency in the discharge of its mandates due to internal incoherence has become a serious issue
- Use of general Civil Service indicators for monitoring staff performance is a challenge
- Misconception that CHRAJ is not gender sensitive.

Human Rights Institution

- Inadequate capacity to enforce all new responsibilities.
- Lack of public understanding of new Human rights laws

Administrative Justice /Ombudsman

- Difficulties in cataloguing scope of maladministration.
- Inadequate understanding of ombudsman's remit

Anti Corruption

- Reduced capacity in specialised areas (e.g. procurement).
- High public perception about corruption in law enforcement agencies makes the implementation of anti corruption measures challenging.

Public Relations & Communication

- Inability to organize proactive programmes due to the cost component

OPPORTUNITIES

- Good reputation of CHRAJ has created a lot of goodwill towards the agency.
 - High public recognition of CHRAJ's Commissioner and Deputy Commissioners.
 - New laws which affect Human Rights and Administrative Justice (e.g. Freedom of Information Bill 2002, Domestic Violence Act 2007, Whistleblower Act 2006).
 - Increased opportunity for collaboration with international and national organisations with similar goals
 - Changes in DP and donor practices mean that there are better opportunities for comprehensive and coordinated funding.
 - Collaborative efforts with government agencies like MOWAC and GES
 - Constantly improving Information technology and availability of information.
 - Constitutional review may present an opportunity to enshrine further the powers of CHRAJ into the Ghanaian constitution, and to address the triple mandate issue.
 - Internal restructuring and reorganization to become more efficient
 - Implementation of National Strategies and active networks for Human Rights, Anti Corruption and Gender
- National Constitution and Institutions currently supportive of good human rights practice.
 - Level of civic awareness and advocacy for Human Rights issues acts to protect CHRAJ's independence.
 - Increased Highlighting of general human rights conditions through visits to prisons etc.
- Learn from international organisations with similar functions.
 - Set standards and codes for good administrative behavior in the public services and ethical conduct in the work place
 - Ombudsman function could have a much wider scope in Ghana
- Ensure UN, AU, World Bank etc., definition of corruption is integrated in our legislation Updates in information technology can be used in anti corruption activities.
 - Propose enactment of new laws to rectify identified systemic maladministration practices.
 - International recognition of CHRAJ's effort to combat corruption
 - National and international recognition of CHRAJ as an independent and effective NHRI.
 - CHRAJ leading position in the current development of a national anti corruption plan presents the opportunity to ensure that CHRAJ priorities are reflected across all agencies.
- Exploration of the tendency to retain and enhance/improve media relations.
 - Improve media coverage of human rights issues by recognizing media houses and human rights journalist
 - Improved media recognition of CHRAJ at both the regional and district levels

THREATS	
CROSSCUTTING	
<ul style="list-style-type: none"> – Insufficient infrastructure acts as constraint to expansion of staff – Lack of capacity and resources does not help in discharge of full mandate – Trained professionals attracted by better conditions of service and remuneration in other organisations – Increasing number of cases against inadequate resources. – High proportions of staff are not trained in using the e-CMS and Microsoft Office software, which may hinder the planned expansion of the e-CMS. – Lack of computers/materials at regional and district level so that even training is compromised. – Lack of public and internal understanding of connections between each area of the triple mandate. – Triple mandate means that early resolution of complaints is difficult (CHRAJ may start to suffer from repeated missed deadlines and quality and efficiency may be compromised), as well as making it hard to focus on international human rights thematic issues, conduct national inquiries. 	
Human Rights Institution	
<ul style="list-style-type: none"> – Political decisions such as use of the death penalty may affect CHRAJ international reputation for protecting human rights. 	
Administrative Justice /Ombudsman	
<ul style="list-style-type: none"> – Lack of understanding of administrative justice principles (both public and within the commission) lack of sanctions and enforcement 	
Anti Corruption	
<ul style="list-style-type: none"> – Lack of public understanding of the legal definition of corruption could lead the commission's activities to be seen as ineffective. – Although corruption cases are investigated by CHRAJ, it cannot prosecute. CHRAJ has to refer to the Attorney General, who is a politician, for prosecution. improper prosecution of cases may impact CHRAJ reputation or public image – Public tolerance for corruption. 	
Public Relations & Communication	
<ul style="list-style-type: none"> – Less recognition of the media could affect consistent coverage of programmes by the media. – Insufficient follow-up in media relations – Ignorance of the factors of media relations could affect consistent coverage of programmes. – Promotion of media relations at these levels may suffer. 	

1.3: EXTERNAL ENVIRONMENTAL ANALYSIS

Government Attitude and Policies: In order to protect its impartiality CHRAJ must operate without governmental interference in the course of its work. Thus far, it appears the government has recognized the importance of CHRAJ's independence and CHRAJ has asserted this independence with a number of high profile cases.

Stability of Government: Ghana has recently been recognized internationally for its politically stable climate. The more stable the government, the more entrenched will be the democratic culture. A stable government is predicted for the future.

Economic Factors: Over the Past 7 years, Ghana has experienced a steady and increasing real GDP growth by five%+ annually. The strong performance in growth has reduced overall poverty levels thus helping to raise standards of living. The economy has remained resilient to both internal and external shocks. However, the current global financial crisis is of such a proportion that it is likely to result in a government exercising caution in budgetary allowances. This may have a serious impact on the CHRAJ budgetary allocations.

Social/Cultural Factors

Birth rate, Age and sex structure of the public: The current growth in the birth rate adds more people to the population, which leads to an increase in the number of people seeking justice. Women constitute nearly 50% of the population, which points to a need for specialized women and children programs that cater for their needs. There has been an increase in the visibility of gender based rights campaigns that may lead women to seek more actively justice when their rights are infringed upon.

Training and education: Improved and improving access to education means that the Ghanaian population is likely to become increasingly more literate. A more literate population makes the work of CHRAJ easier as legal rights education becomes more facile and the public better appreciates the role of CHRAJ. Educated populations tend to be more vocal in terms of their advocacy for and expectations of democratic institutions. Thus, growth in education and training will help in entrenching the rule of law, respect for human rights and the democratic culture.

Ethical Pressures: Citizens are now more concerned about accountability, probity and transparency in public office. This will lead CHRAJ to face greater pressures in the future to remain non-partisan, free, and fair to all parties involved. Accountability for state funds will increase the pressure on CHRAJ leaving their actions open to public scrutiny.

Technological Factors: Technology has revolutionized the way work is performed in all sorts of organizations. Rapid development in this area has created opportunities for a more effective case management system. More efficient and effective ways are constantly being discovered for communication and service provision. It is estimated that 10-11 million Ghanaians own a mobile phone and new ways are currently being developed to utilize this technology for service provision.

International Factors: There is an increased importance placed on Human Rights internationally. Countries are mandated to have good human rights record as a prerequisite engaging in trade with many western countries. The recognition of human rights as an important factor in international relations has created and will continue to create a favorable atmosphere for National Human Rights institutions.

CHAPTER TWO - STRATEGIC MODEL

2.1: STATUTORY FUNCTIONS

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

- 1) to investigate and remedy complaints arising from:
 - a) violations of human rights and freedoms, injustice, corruption, abuse of power and unfair treatment of any person by a public officer in the exercise of his official duties;
 - b) the functioning of the Public Services Commission, the administrative organs of the State, the offices of the Regional Coordinating Council and the District Assembly, the Armed Forces, the Police Service and the Prison Service in so far as the complaints relate to the failure to achieve a balanced structuring of those services or fair administration in relation to those services;
 - c) practices and actions by persons, private enterprise and other institutions where those complaints allege violations of fundamental rights and freedoms under the 1992 Fourth Republican Constitution of Ghana; and

to take appropriate action to call for the remedying, correction and reversal of instances specified in paragraphs (a), (b), and (c) of this subsection through such means as are fair, proper and effective, including: (i) negotiations and compromise between the parties concerned, (ii) causing the complaint and its finding on it to be reported to the superior of an offending person; (iii) bringing proceedings in a competent Court for remedy to secure the termination of the offending action or conduct, of the abandonment or alteration of the offending procedures; and (iv) bringing proceedings to restrain the regulation by challenging its validity if the offending action or conduct is sought to be justified by subordinating legislation or regulation which is unreasonable or otherwise ultra vires;

- 2) to investigate allegations that Public Officer has contravened or has not complied with a provision of Chapter 24 of the Constitution to wit Code of Conduct of Public Officers;
 - a) 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 Auditor-General resulting from such investigation.
 - b) To educate the public as to human rights freedoms by such means as the Commissioner may decide, including publications, lectures and symposia;
 - c) To deal with confiscated properties as provided by Section 35 (2) of the transitional provisions of the 1992 Constitution;
 - d) To report annually to Parliament on the performance of its functions

Mandates

CHRAJ has a triple mandate that comprises of: (a) a National Human Rights Institution; (b) an Ombudsman; and (c) an Anti-corruption Agency.

1) National Human Rights Institution

- a) Article 218 (a), (c) and (f) of the 1992 Constitution and Section 7(1) (a) (c) and (g) of the CHRAJ Act mandates the organization to protect universal human rights and freedoms relating to civil, political, economic, social and cultural rights and other international human rights instruments which Ghana has ratified. The Commission's human rights functions are divided into two broad categories: (i) Protection and Enforcement, and (ii) Promotion and Prevention.
- b) In protecting and enforcing fundamental human rights CHRAJ investigates complaints of human rights violations by persons and institutions both private and public sectors. As per its mandate, the Commission resolves complaints through various methods – mediation, negotiation, and formal hearings. Additionally, the Commission carries out special investigations into human rights abuses that are systemic, cultural or in other areas of public interest. In the course of investigations, the Commission conducts research, field investigations, as well as public hearings.
- c) CHRAJ is mandated by Article 218 (f) of the 1992 Constitution to conduct public education programs as part of fulfilling the function of promoting human rights. The Commission has the discretion to use a wide variety of methods including the mass media, publications, lectures, and symposia.
- d) In order to prevent human rights abuses, the Commission monitors the human rights situation across the country. The Commission organizes monitoring visits to detention facilities, hospitals, schools, communities, to ensure that human rights are being respected and to signal and inform the citizenry of the presence and existence of a national human rights institution. These monitoring visits ensure that the Commission can detect early warning signs of human rights abuses to prevent violations from taking place.

2) Administrative Justice

- a) The Administrative justice functions of the Commission replace the office of the Ombudsman, which was created by the Ombudsman Act of 1970. This mandate is contained in Articles 218 (a), (b) of the 1992 Constitution and Section 7(1) (a), (b) of Act 456.
- b) The Commission is mandated to protect and promote Administrative Justice to ensure that the government and its officers are accountable and transparent. The Commission ensures that the administrative organs of the State provide equal access to employment and services and that they are administered fairly. In particular, this function of the Commission is to ensure that public officials avoid arbitrariness and discrimination in their decisions and actions. It also investigates “complaints concerning the functioning of the Public Services Commission, the administrative organs of the State, the Armed Forces, the Police Service and the Prison Service in so far as the complaints relate to the failure to achieve a balanced structuring of those services or equal access by all to the recruitment of those services or fair administration in relation to those services” – Article 218 (b).

3) Anticorruption

- a) The Commission's anticorruption powers is derived from Article 218 (a) and (e); 284-288 of the 1992 Constitution and Section 7(1) (a), (e) and (f) of Act 456. The Commission investigates and works to prevent corruption.
- b) Under this mandate, the Commission:
 - i) Investigates abuse of power and "all instances of alleged or suspected corruption and the misappropriation of public monies by officials" (Article 218 (e));
 - ii) Investigates allegations of conflict of interest under Chapter 24 of the 1992 Constitution;
 - iii) Promotes integrity and ethics in the public service; and
 - iv) Conducts training and public education to sensitize public officials and the general public on corruption.

The Whistleblower Act 2006 (Act 720) confers additional mandate on the Commission to investigate disclosures of impropriety (economic crime, waste, mismanagement, misappropriation of public resources, environmental degradation) and complaints of victimization of whistleblowers.

2.2: VISION

We envisage a society that is truly free, just and equitable; where human rights and human dignity are respected, where power is accountable, and governance is transparent.

2.3: MISSION

The Commission on Human Rights and Administrative Justice exists to enhance the scale of good governance, democracy, integrity, peace, and social development by promoting, protecting and enforcing, fundamental human rights and freedoms and administrative justice for all persons in Ghana.

These objectives will be achieved by:

- Ensuring a culture of respect for the rights and obligations of all people in Ghana
- Dispensing and promoting justice in a free ,informal and relatively expeditious manner
- Ensuring fairness, efficiency, transparency and application of best practices
- Using a well - trained and motivated workforce and the most modern technology

2.4: STRATEGIC DIRECTION

The strategic directions that will guide the Commission's work over the next five years from 2011 to 2015 derive from the following four pillars as illustrated below:

- Paris Principles : : Emphasis on ensuring greater consistency relating to the Status of National Institutions (1993), in terms not only of expanding the composition of the Commission, but reinforcing financial autonomy and functional independence;
- National development priorities: Alignment of CHRAJ's strategic priorities with the overall national development priorities, as presently defined in the National Development Planning Commission's Medium Term National Development Policy Framework 2010 – 2013;
- CHRAJ's own organizational priorities: such as promoting greater efficiency and an improved working environment through investment in its people and its physical infrastructure; a focus on building CHRAJ capacity in terms of its Ombudsman mandate, to seek improvement of public sector service delivery by promoting the Principles of Good Administration and the adoption of Client Charters; improving its own organizational performance by fully adopting

the use of the Electronic Case Management System (e-CMS) and improved systems for staff supervision and monitoring; and

- Public awareness: Improvement in the public's knowledge and awareness of CHRAJ's functions and activities, through enhanced public and media relations



These pillars are within the context of CHRAJ's existing vision and mission, and expressed through three strategic goals and one programmatic goal, which reflect the triple mandate

(Anti-Corruption, Administrative Justice, and Human Rights).

2.5: STRATEGIC GOALS, OBJECTIVES, AND OUTCOMES

The Commission has since inception been confronted by inadequate budgetary allocations that have created critical and systematic human, infrastructural, and logistical constraints on carrying out its triple mandate. The purpose of this plan is to provide clear and strategic directions to guide the Commission in addressing its constraints for efficient delivery of its mandates.

2.5.1 GOAL 1: Promote and protect fundamental human rights and freedoms

We will improve public capacity to demand promotion, respect and fulfillment of their rights, and enhanced capacity of duty-bearers to respond appropriately to human rights demands by

- Promoting and protecting the rights of the vulnerable including children and the disabled; the right to work and employment; civil and political rights; economic, social, and cultural rights (ESCRs)
- Incorporating human rights principles and standards in national development programming
- Human rights promotion
- Enhancing gender equality

Goal 1 Outcomes

The outcomes for successful implementation of this goal include:

- Human rights and dignity are respected
- Public are aware of their human rights and demand its enforcement through CHRAJ.
- Human Rights are considered and included across all aspects of development planning.
- Gender is considered in planning and implementation to ensure equality

2.5.2 GOAL 2: Promote fair administration of public services and contribute to public demand for better service delivery

We will ensure improved standards and adherence to practices of good conduct in administering public services by

- Promoting principles and practices of good administration and conduct in the public services
- Support improvement of frontline complaints handling by public services
- Establishing the scope of CHRAJ's administrative justice oversight role over specific bodies under its jurisdiction
- Creating awareness of CHRAJ's role as an ombudsman and the scope of its administrative justice function

Goal 2 Outcomes

The outcomes for successful implementation of this goal include:

- Public services are administered fairly and delivered at improved standards.
- Complaints are handled fairly by public service institutions
- Public is aware to demand enforcement of fair and better quality of service delivery through CHRAJ

2.5.3 GOAL 3: Promote and protect national integrity and investigate corruption

We will contribute to public capacity and systems to combat corruption and promote national integrity by

- Investigating complaints and allegations of corruption and misappropriation of public resources
- Implementing anticorruption legislation and legislation that enhance transparency, including the Whistleblowers Act
- Creating awareness of the evils of corruption and ethos of anticorruption
- Promoting and enhancing national integrity
- Facilitating development of capacity and improve systems to combat corruption
- Collaborating and consulting with other national and international anti-corruption institutions

Goal 3 Outcomes

- The outcomes for successful implementation of this goal include:
- Public able to disclose more effectively cases of corruption and cases are investigated for improved national integrity
- Governance institutions and Parliament able to carry out anti-corruption oversight responsibilities.
- Anti-corruption activities by key accountability institutions are coordinated.

CHAPTER THREE - PROGRAMMATIC DIRECTION

3.1: PROGRAMMATIC GOAL

CHRAJ's duties are constitutionally mandated and will not change over the period. However to deliver these mandates properly, we need to meet programmatic requirements to improve our performance in how we manage our activities. Thus, the Commission's overarching programmatic goal is to strengthen its capacity to promote and protect human rights, integrity, accountability, and ensure administrative justice.

3.1.1: GOAL 4: Strengthen capacity to promote and protect human rights, national integrity, accountability, and ensure administrative justice

We will meet programmatic requirements to improve organizational performance by:

- Motivating, training, recruiting, retaining, and balancing the mix of professional and general staff with sufficient competencies to perform their assigned duties.
- Establishing efficient systems and processes maintained by a high standard of operations to enable consistent delivery of CHRAJ's mandates.
- Rehabilitating and acquiring adequate facilities and equipments for a complete infrastructure necessary for CHRAJ to carry out its mandates.
- Enhancing visibility of CHRAJ's role and services

Goal 4 Outcomes

- Motivated, well trained, and balanced mix of professional and general staff with sufficient competencies
- Efficient systems and processes maintained by a high standard of operations
- Adequate facilities and equipments for a complete infrastructure
- Ghanaians are informed of the Commission's role and how to access services

3.2: PROGRAMMATIC APPROACHES

The Commission will use these clear programmatic approaches systematically in implementing each planned programme intervention to ensure successful achievement of goals:

3.2.1: Rights Based Approach

Delivering on CHRAJ's triple mandate of promoting and protecting Human Rights, Administrative Justice, and Anti-Corruption is a collective effort involving not only the Commission members and staff but also public officials and the public in general. Thus, CHRAJ's implementation requires a participatory approach at all levels. This is where a Rights Based Approach (RBA) becomes relevant and valuable. RBA ensures that the values, principles, and standards found in international, regional, and national human rights laws guide all programming. In addition, such an approach ensures that programming builds the capacity of "duty bearers" to meet obligations and "right holders" to claim rights, therefore specifically furthering human rights.

In using this approach to implement its activities the Commission will work with partners to ensure the requisite capacity exists within the Commission, and with public officials and the public to further respect and enjoyment of human rights, integrity, accountability, and administrative justice.

The Commission will use RBA through the following strategies

- Mainstream and apply values, standards, and principles from all three mandates in implementing activities
- Use a participatory approach in programme interventions
- Build partnerships to strengthen programming and gain accessibility to the marginalized
- Develop the capacity of Commission staff, rights-holders and duty bearers
- Periodic monitoring and evaluation of the implementation process in addition to results using realistic indicators

In using RBA, the Commission hopes to realize these results:

- Rights holders empowered to claim rights and recognized as beneficiaries.
- Duty bearers authorized with clear responsibilities to be accountable and meet obligations
- Increased use of good programming practices
- The process of implementation and outcome are both monitored
- Increased transparency and accountability in decision making
- Stronger networks and partnerships to enhance accessibility at community level

3.2.2: Strategic Partnerships

Although the Commission is the foremost national authority constitutionally mandated with human rights, anti-corruption and administrative justice, there are several key actors⁷ with similar and complimentary objectives. The Commission recognizes that to be successful in prosecuting its mandate, it needs to strengthen its partnership with similarly placed institutions. The opportunity to build and utilize synergies with other institutions including civil society organizations at all levels is important to the Commission achieving its strategic objectives. This is especially necessary at the district and community level where CHRAJ's presence is not as strong as in the capital or the regions. Thus, CHRAJ will use the approach of promoting synergies with partners at all levels when during implementation. When implementing activities that are similar to the interventions and objectives of other institutions, the Commission will consult such institutions to explore the synergies and possibility of partnerships for coordinated implementation to achieve broader impact.

3.2.3: Gender Mainstreaming

While corruption, maladministration, human rights abuses affect both men and women, the effect on them is in different ways. This is because of the significantly different roles our society and culture has given to men and women. This is what Gender is about, the social and cultural definitions of what it means to be a man and a woman. Society's complex system of division of domination, power, and labor creates inequalities between men and women with regard to legal rights, access to resources, political participation, and even opportunities for personal development. The Commission recognizes the existence and effect of these inequalities. It also understands the public misconception that the Commission is not gender sensitive. Adopting a gender mainstreaming approach to implementing its activities will address the Commission's weakness and promote equality.

CHRAJ will assess the different implications for men and women when implementing any activity to ensure adequate equity in capturing both sexes. In so doing, the Commission will integrate the concerns and experiences of men and women to guide how it plans and organizes activities for both to benefit equally and reduce gender inequalities. The Commission will not only adopt the gender mainstreaming approach to guide its activities but will also complement it with gender specific activities. This strategic plan includes a strategic objective, which targets interventions to reduce instances of persistent discrimination and/or inequality between women and men.

The Commission's approach to gender mainstreaming will include these guidelines:

- Gender analysis undertaken to identify the gaps, problems and issues across all areas of activity to uncover existing gender differences and disparities.
- Engage the technical expertise to train staff in gender awareness, analysis, and planning, as well as to guide the mainstreaming of gender in all CHRAJ interventions as a crosscutting issue.
- Paying particular attention to women and men benefiting equally from planned interventions
- Undertake gender specific activities to address identified inequalities
- Integrate gender sensitive indicators and monitor to measure progress towards gender equality

⁷ CHRAJ's key partners include A-G, CDD, CEPS, DOVVSU, GES, GII, MOFEP, MOWAC, NCCE, OHCS, PSC, EOCO

CHAPTER FOUR –PROGRAMMATIC REQUIREMENTS

The Commission's ability to achieve its goals by performing efficiently and effectively depends of the availability of programmatic requirements. These requirements are the people, systems, tools, and infrastructures essential to discharge CHRAJ's constitutional mandate. Currently, the Commission faces serious deficiencies in the provision of these requirements especially in its district and regional offices. For the next five years, the Commission will work to provide and maintain basic levels of these requirements beginning in the district and regional offices.

4.1: PEOPLE

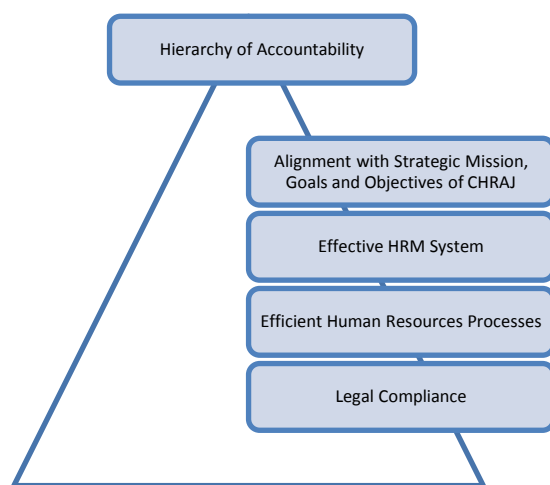
Strengthening the Commission's human resources is an important priority for the planned period since we need our people to accomplish everything we do. It is crucial to invest in the right people and have them in the right place at the right time. Our goal is to have a Commission of motivated, well-trained rational staff with the sufficient competencies to perform their assigned duties. We will improve our ability by:

- Developing a new *human resource management system* with policies to guide recruitments, retention, learning, and development, job descriptions and position profiles, performance management structure, organizational management and functional structure, and accountability framework.
- Generating required *workforce* through hiring, training, classifying, and assigning staff based on the Commission's workforce plan. We will evaluate its recruitment and selection practices to develop a comprehensive workplace skills plan for new recruitment practices to help secure essential skills and to identify appropriate training priorities for current and future needs of the Commission.
- Developing *reward strategies* that are competitive as per market standards in Ghana and but also based on CHRAJ's financial ability. Investing in our people is a priority, we will measure the contribution individual performance makes towards achieving planned goals and provide rewards accordingly to keep staff motivated.

4.1.1: Human Resource Management Alignment Strategy

The new strategy will align human resource management by integrating decisions about CHRAJ Staff with the accomplishment of the Commission's mission, goals, and objectives. This means the Commission will integrate HRM into its planning processes, building strong human resource and management relations, and implementing human resource activities that support its mission to ensure that management of human resources leads to staff accountability for decisions and contributes to achievement of mission goals.

As illustrated HRM alignment leads ultimately to accountability after beginning with basic legal compliance it encompasses all for levels of the strategy. Also illustrated are the four levels of how HRM strategy will



support achievement of CHRAJ's mission, goals, and objectives. The HRM alignment strategy will also provide a foundation for assessing and understanding the current and future human resource needs of the commission.

Actions completed by CHRAJ:

- *Conducted an external environmental scan and evaluated its impact on CHRAJ*
- *Identified mission, goals, and objectives*
- *Identified the mission's results and strategic goals*
- *Consulted all relevant stakeholders*

Planned Action: Evaluate the impact of legislation on CHRAJ's mandates

4.1.2: The Commission's Total Workforce

Strengthening the Commission's human resource management practices, tools, and capacity is an important priority for the planned period. The Commission needs to attract and retain competent and representative workforce with the appropriate skills to meet increasing demands from the public and the expanding mandates. The development of a workforce plan is an essential component of the new human resource strategy and an integrated ongoing systematic process of identifying the requisite competencies to meet the Commission's strategic plan.

Organizational Structure

This step will begin with an identification of the appropriate organizational structure to support the strategic objectives. The proposed organizational structure will constitute:

- **Governing Body:** Collectively, the Commissioner and two Deputy Commissioners will all be responsible for all divisions and departments of the Commission. The Commission members will work as a team of three playing an executive role as well as supporting day-to-day strategic decisions to push the Commission towards achieving its goals.
- **Senior Management:** Assistant Commissioners who are responsible for the Commission's three major divisions and each division has its own budget, specialized departments and units for thematic areas of expertise necessary to achieve fully its Divisional mandate. The divisions are:
 - **Administrative Justice Division:** This division is responsible for the Commission's mandate to protect and promote Administrative Justice to ensure that the government and its officers are accountable and transparent.
 - **Anti-Corruption Division:** This division is responsible for the Commission's mandate to investigate abuse of power, corruption, allegations of conflict of interest, disclosures of impropriety and complaints of victimization of whistle blowers, as well as to promote integrity and ethics in the public service, train and educate public officials and general public.
 - **Human Rights Division:** This division is responsible for the Commission's mandate to protect universal human rights and freedoms relating to civil, political, economic, social, and cultural rights and other international human rights instruments, which Ghana has ratified.

There will be three non-core departments to support the Commission and Divisions

- *Public Education Department:* This department is responsible for educational campaigns and awareness raising programs to educate the public on the Commission's mandates and role, services, how to access the services.
- *Finance Department:* This department is responsible for providing financial support for operational planning, day-to-day financial services to the Commission, and meeting external and internal financial reporting and budgeting requirements.
- *Administration Department:* This department is responsible for effective operation of the office including all personnel functions along with budget, logistical and transportation services for the office.

The Commission will organize around its three mandates and as noted above will have three core divisions arranging jobs around key activities contributing to the achievement of the Commission's mission. CHRAJ needs to identify the competencies, tasks, and activities required for Divisions and Departments to meet its goals and then will develop strategies to meet these requirements. When for each level of the strategic planned goals the necessary human resource needed to achieve the results are considered, it will become clearer what personnel requirements are for the Commission. This assessment will be supported by the organizational review already completed and translate the strategic plan's actions into job descriptions including a comprehensive workforce profile for each organizational division.

The organizational structures will lead the design of a workforce plan with job profiles, selection of teams, identified gaps in competencies, and current and future competency requirements. The workforce planning will be an ongoing objective for the Commission. The Commission will begin with each Division, identifying what competencies are necessary to achieve planned objectives of its assigned mandate. Each Division and the management of CHRAJ should determine the number and skills of the staff required as well as where and when they will be needed. Systematic planning will then extend to all support departments will also be conducted.

The aim of the Commission's staff rationalization will recruit core skills sets while promoting voluntary retirement with a succession plan. Senior management will be expanded with Assistant Commissioners, Directors, and Deputy Directors to align human resources to the Commissions' mandated goals.

Planned Action:

- Determine if proposed organisational structure is appropriate to support the strategic objectives
- Structure jobs (competencies, tasks and activities) around key activities
- Develop a workforce plan designed to support the CHRAJ strategic objectives
- Compile workforce profiles, an inventory of current workforce competencies, identified gaps in competencies, and competencies required in the future.

4.1.3: Generating Required Human Resources

This step focuses on hiring, classifying, training, and assigning staff based on the Commission's workforce plan. With clear strategic objectives, the Commission will evaluate its recruitment and selection practices to develop a comprehensive workplace skills plan for new recruitment practices to help secure essential skills and to identify appropriate training priorities for current and future needs of the Commission. The new HRM system will include strategies for recruitment and retention to ensure timely and efficient supply of the Commission's staffing needs. The Commission will rationalize its human resources for an effective and representative workforce.

The guiding framework will be a learning, training, and development policy for the Commission to improve the performance of staff. The Commission will review its current training policy to align it with the strategic directions designated for the next five years. This professional development strategy is essential in recruiting since talented individuals increasingly make employment decisions based on the opportunities they see for growing in their area of specialization and general abilities. The Commission needs to develop and provide these developmental learning and opportunities for its staff to prepare them for greater responsibilities and retain highly skilled staff.

Actions completed by CHRAJ: *Developed a training policy*

Planned Action:

- Evaluate recruitment and selection practices in light of the CHRAJ's strategic objectives
- Develop and implement a comprehensive workplace skills plan (with a thorough training needs analysis)
- Implement a training strategy

4.1.4: Investing in Human Resource Development and Performance

The Commission's current approach to staff planning and development, performance appraisals, and reward management needs to be aligned to the strategic direction that will be reflected in the HRM plans, policies, and practices. For the Commission to achieve the high levels of organizational performance, it must undertake investment initiatives for individual staff and teams. Individual staff, especially the professionals and senior management, needs to feel that their development needs are important and their skills will be upgraded for them to respond to increasing demands of their jobs. The Commission also needs to be equipped to achieve its goals by aligning individual and team skills to goals and defining individual staffs' ability to work with others.

Once the Commission begins measuring the contribution individual performance makes towards achieving its goals, then it must align reward strategies to this performance to provide incentives and keep staff motivated. Reward strategies should be competitive as per market standards but also based on the organizations ability to pay them.

Reward strategies aim to align the performance of the organization with the way it rewards its people, providing the necessary incentives and motivation to staff. Its components can be a combination of base pay, bonuses, profit sharing, share options, and a range of appropriate benefits, usually based on market or competitor norms and the organization's ability to pay. These strategies will address current weakness in employee retention and improve staff relation with CHRAJ' clientele, as staff will be motivated to deliver better quality of services. Appropriate HRM plans, policies, and practices need to

be identified for CHRAJ in relation to: Career development, Performance appraisals, Employee development and learning, Reward management (compensation and benefits), Promotions and job assignments, Separation policies.

Planned Action:

- Identify appropriate policies, procedures and practices in respect of Career development, Performance appraisals, Employee development and learning, Reward Management (compensation and benefits), Promotions and job assignments, Separation

4.1.5: Assessing and Sustaining Organizational Competence and Performance

The Commission needs to measure how these planned changes in policies and practices, systems, will affect the contribution its staff makes towards achieving its goals. This step will evaluate CHRAJ's culture and climate, human resource strategy by implementing clear quantifiable measures, identifying milestones towards achievements of specific goals, and articulating the results of HR strategies in measurable terms. The Commission staff will develop annual performance plans for the organization and personnel as well as a system to track performance results of the organization and contributions from individual staff, units, departments, and divisions against the mission. This system will function as a strategic management tool for managing staff performance and communication within the Commission. Regular evaluations of performance plans and the HR strategic plan are important to fine-tune them.

Planned Actions:

- Evaluate CHRAJ's culture and climate
- Implement succession planning
- Evaluate HR strategy using quantifiable measures, e.g. balanced scorecard
- Fine-tune and adapt HR strategy

4.2: SYSTEMS & PROCESSES

Implementing systems and processes of significant benefit to any organization, CHRAJ included. Increased efficiencies, streamlined activities, staying organized and disciplined, and delivering results are key benefits derived from implementing Inefficient administration and systems drain resources while streamlined and efficient systems and process makes things get done expeditiously. The Commission already has several effective systems and processes in place as a solid foundation for introducing planned essential changes.

4.2.1: Case Handling Manual

The Commission is streamlining its work processes and organizing its work by developing a case-handling manual to guide its staff. Nationwide training has been given to staff that are following the standards articulated in the Manual.

Planned Action:

- Reinforce the use of the manual with the e-CMS; continue supervising, and monitoring with quantifiable performance measures.

4.2.2: E-CMS

The Commission's Electronic Case Management System (e-CMS) is important to the work of the Commission. E-CMS needs to be in alignment with the Case Handling Manual to ensure consistency in the standards and guidance for staff. Currently the system is not widely available within the Commission as such high portions of staff are yet to be trained to use effectively e-CMS to improve the Commission's case management and enable the public to receive quality essential services.

Planned Action:

- Revise E-CMS to conform with Case Handling Manual
- Expand e-CMS and make it available to all staff who need it for their job
- Train staff on Microsoft office and in using the e-CMS

4.2.3: Working Processes/Standard Operating Procedures

Service delivery is the core instrument for the Commission's work and that will be prioritized and strengthened. Staff must be knowledgeable and confident in their ability to provide the public with quality services efficiently. The Commission needs to develop an operational manual with Standard Operating Procedures clearly articulated to guide general administration and address challenges in managing general service delivery. This will provide uniformity in the quality of services delivered in CHRAJ offices around the country and strengthen its value.

The Commission needs to document how things are done at all levels to guide consistent execution by staff and provide a work standard. Best practices currently in place should provide the baseline for improving the approach staff should develop towards discharging their duties. The new HRM system should establish performance standards and benchmarks that will ensure frequent monitoring and supervision of staff, especially at district level.

Planned Action:

- Develop a service delivery manual and conduct orientation for all staff especially in the regions.
- Develop a communications plan to provide more efficient linkage between both the National, Regional and District Offices

4.2.4: Fixed Asset Management

Over the planned period, the Commission intends to upgrade its working environment by investing in its infrastructure, equipments, and transportation to promote efficiency in delivering its services especially in vulnerable districts. Physical space and logistics are important preconditions to intended recruitment, thus the Commission needs to prioritize deliberately its resources to secure the necessary infrastructure. Additionally, planning the design of its offices is important, from a uniform look to provision of basic equipment and transportation in all CHRAJ offices in the nation to maintain a consistency.

Equitable distribution and management of these acquired assets is another priority for the Commission to ensure their long-term sustainability. The Commission will need to update its fixed asset management system to track efficiently the location, quantity, condition, maintenance, and depreciation status of its fixed assets⁸ for deterring theft and providing preventive maintenance and accurate financial accounting. This system will manage the accounting, tracking, and maintenance of current and future

⁸ Fixed assets are permanent objects used in CHRAJ like computers, office equipment, transportation, facilities, and properties.

assets. CHRAJ staff nationwide will have a standard for caring and servicing equipment and facilities to keep them in satisfactory operating condition. Preventive maintenance of fixed assets will include systematic inspection, testing, adjusting, and parts replacement to prevent faults by detecting and correcting developing failures before they occur or progress into major defects.

Ongoing Actions: *The Commission is designing uniform buildings and offices to ensure a consistent representation of the organization.*

Planned Action:

- Develop an updated fixed asset management system to account, track and maintain current and future assets
- Develop and document an equitable distribution policy for deploying fixed assets to all CHRAJ offices to ensure basic operational capacity.

4.3: FACILITIES AND EQUIPMENT

The Commission is constitutionally mandated to be present in all of Ghana's districts and regions, so we require adequate facilities and equipment to support our work. From offices, accommodation for senior staff, office equipment and supplies, to transportation, the Commission needs the proper physical infrastructure to support implementation of its mandates. Our goal is to have adequate facilities and equipments for a complete infrastructure necessary for CHRAJ to execute its mandates.

Planned Action:

- Developing a *procurement plan* to prioritize resources, purchases, and distribution of acquired assets. We will plan how our offices should look like and what basic equipments, transportation, and utilities it should have. We will distribute assets in an equitable and accountable manner.
- Acquiring adequate *office facilities* is a critical need for the Commission to improve its service delivery and an important precondition to intended recruitment. We must provide furnished offices with basic equipments and utilities.
- Obtaining *official staff housing* is an essential requirement for eligible senior members of the Commission. We will provide such staff with an affordable place to live, which corresponds with their status and is reasonably within reach of the office.
- Procuring modern office *equipment* such as computers, photocopiers, scanners, and telephones, which are non-existent in some offices. We will ensure that all offices are equipped with the basic equipment necessary to perform mandated tasks.
- Providing *official transportation* is an important requirement for performing duties like public education, investigations, and bailiff services. Each district and regional office will be provided with a vehicle to facilitate duties

4.4: VISIBILITY OF CHRAJ

We will also enhance the visibility of CHRAJ by using the media and other means of communication to inform Ghanaians about the role of CHRAJ and services. Ensuring our presence is known will help maintain our legitimacy and public credibility.

CHAPTER FIVE - IMPLEMENTATION PLAN

The implementation plan is the management tool designed to translate our 2011- 2015 goals into more concrete results and address the weaknesses identified. The implementation plan will be a flexible outline providing clear direction, specific approaches, roles, and responsibilities to guide efficient management the process. It will be supplemented by the Commission's annual work plans. The overarching priority for the process of implementation is fulfilling constitutional mandates and developing the Commission's capacity to carryout planned actions.

5.1: IMPLEMENTATION APPROACH

For successful implementation, we will use the following strategic approach:

- We will use the planned strategic goals identified in this plan to guide implementation even if arising issues requires some deviation or reprioritization during implementation, we will not stray.
- We will manage all the programmatic changes introduced in this plan. We will make sure all staff are aware of changes, know how to change, understand why the changes are necessary, are motivated and supervised to sustain planned changes.
- We will monitor to continuously assess implementation in relation to agreed schedules, and how we are using inputs, infrastructure and services. We will also evaluate to assess the relevance, efficiency, performance and impact (expected and unexpected) in relation to stated objectives. We will learn lessons from the information collected and analyzed and adapt to and advancing accordingly.

5.2: IMPLEMENTATION ROLES AND RESPONSIBILITIES

The Commission owns this plan and the Commissioner is responsible for delivering the strategic plan with the help of senior management and all staff.

5.2.1: Commissioners

As champions of this strategic plan, the Commissioners will rollout this plan, lead, and manage its implementation. We will work with our partners to ensure adequate funds are available to enable implementation is timely, practical, and successfully completed.

5.2.2.: Management

As the frontline managers, we will guide implementation for timely, effective and efficient delivery. We will work to ensure we are provided with the knowledge, ability, facilities, logistics, and supervision to undertake implementation of the strategic plan.

5.2.3.: Programme Coordination and Monitoring Office

This office, which is part of the Office of the Commissioner, will have direct responsibility for coordinating the planning and reporting on activities within the context of the Strategic Plan, and for monitoring and reporting on overall progress with the Plan's implementation.

5.2.4.: Steering Committee

A steering Committee of key MDAs, governance, and development partners will be composed with more stakeholders. The committee will to meet quarterly to provide strategic guidance and expertise.

5.3: ACTION PLANS

Action plans will guide the Commission on achieving its strategic objectives, keeping it focused on who is responsible for doing what. The action plans reflect the Commission's priorities and organized according to our mandates and thematic divisions. Annual work plans with more specific details will be developed accordingly.

5.3.1.: Division Action Plans

The activities planned in the action plans are to address several weaknesses and challenges facing the Commission. These planned activities are realistic and consider the Commissions human and financial resources. Division heads will directly supervise implementation of their divisions' action plan, with assistance from Directors of relevant support departments.

5.3.1.1.: Human Rights Division Action Plan

The Human Rights Division will continue protecting and promoting fundamental human rights while addressing its constraints of inadequate capacity and lack of public understanding of new human rights laws. The Division will focus on educating the public and promoting specific rights of specific vulnerable groups such as children, women, people living with HIV/AIDS, etc as well as the economic, social, and cultural rights of the vulnerable. The Division will also develop and implement a National Human Rights Action Plan to mainstream human rights in national development.

Another significant focus over the next five years will be gender mainstreaming and specific gender activities. This Division will be responsible for implementing a gender mainstreaming approach within the community and promoting it nationwide in addition to specific gender activities to address identified inequalities. Training for Division staff will also continue to build its capacity.

GOAL 1: Promote and protect fundamental human rights and freedoms

We will improve public capacity to demand respect, and fulfillment of their rights, and enhance the capacity of duty-bearers to respond appropriately to human rights demands.

Goal 1 Outcomes

The outcomes for successful implementation of this goal include:

- Human rights and dignity are respected
- Public are aware of their human rights and demand its enforcement through CHRAJ.
- Human Rights are considered and included across all aspects of development planning.
- Gender equality is considered in planning and implementation of development initiatives.
- Gender is considered in planning and implementation to ensure equality

TABLE 1: HUMAN RIGHTS DIVISION ACTION PLAN

GOAL 1: Promote and protect fundamental human rights and freedoms	
Strategic Objective 1.1: Promote fundamental human rights and freedoms	
OBJECTIVE 1.1.1: Promote and protect civil and political rights.	
ACTIONS	
1.1.1.1.	Intensify human rights education for personnel of security services (i.e. police, prisons and the military) consistent with the UN Standard Minimum Rules for the Treatment of Prisoners and Detainees
1.1.1.2.	Ensure prevention of torture in places of detention.
1.1.1.3.	Advocate and develop strategies to combat discrimination and improve access to justice particularly in relation to the vulnerable persons in Ghana.
1.1.1.4.	Enforce decisions/recommendations arising from human rights complaints in court.
OBJECTIVE 1.1.2: Promote and protect the rights of the vulnerable	
ACTIONS	
1.1.2.1.	Monitor and disseminate information on existing legislation, policies and procedures relating to the care and protection of children in institutional care.
1.1.2.2.	Monitor implementation of the child's right to education (i.e. FCUBE).
1.1.2.3.	Evaluate systems for funding and support for children including children with disabilities.
1.1.2.4.	Promote effective implementation of Disability Act and its regulations.
1.1.2.5.	Advocate for provision of knowledge, skills and support for the disabled for effective participation in decisions that affect them.
OBJECTIVE 1.1.3 Promote and protect economic, social and cultural rights (ESCRs).	
ACTIONS	
1.1.3.1.	Compile and disseminate relevant jurisprudence among MDAs and stakeholders regarding Ghana's obligation in realising ESCRs.
1.1.3.2.	Organise workshops for stakeholders on the mechanisms for realisation of ESCRs.
1.1.3.3.	Monitor Ghana's obligation in implementing ESCRs in particular NHIS, FCUBE, LEAP, affordable housing schemes, etc.
Strategic Objective 1.2: Develop, implement, and monitor National Human Rights Action Plan	
ACTIONS	
1.2.1.	Conduct base line study into the human rights situation in the country.
1.2.2.	Develop and implement NAHRAP.
1.2.3.	Strengthen collaboration with NHRIs and regional protection mechanisms to enhance best practice.
Strategic Objective 1.3: Investigate complaints and allegations of Human Rights violations	
ACTIONS	
1.3.1.	Investigate human rights complaints.
Strategic Objective 1.4: Conduct Public Education on Human Rights	
ACTIONS	
1.4.1.	Develop a nation-wide human rights education programme in collaboration with MDAs, CSOs and other stakeholders for effective human rights education of the public.
Strategic Objective 1.5: Monitor National State of Human Rights	
ACTIONS	
1.5.1.	Conduct annual monitoring of SOHR
1.5.2.	Compile and disseminate SOHR reports
1.5.3.	Engage relevant agencies in promoting compliance with SOHR recommendations.
Strategic Objective 1.6: Enhance Gender Equality	
ACTIONS	
1.6.1.	Develop and implement organisational gender policy.
1.6.2.	Organise gender equality training for CHRAJ staff.
1.6.3.	Collaborate with relevant stakeholders to promote gender equality.

5.3.1.2: Administrative Justice Division Action Plan

The Commission has a fundamental constraint of inadequate articulation of its remit. This has caused the underdevelopment of Administrative Justice by CHRAJ, which the Division plans to remedy over the upcoming five years. The Division will engage in public education to highlight how to access resolutions for maladministration through educational activities and public hearings. Staff will be trained in administrative justice to strengthen the Division. Several activities of the Division will focus on building build the capacity of duty-bearers in responding appropriately to public demand for improved administration and service delivery.

GOAL 2: Promote fair administration of public services and contribute to public demand for better service delivery:

Goal 2 Outcomes

The outcomes for successful implementation of this goal include:

- Public demands fair and better quality of service delivery.
- Widespread systemic service delivery problems are rectified through investigations and public enquiries.
- Public services are administered fairly and delivered at improved standards.

TABLE 2: ADMINISTRATIVE JUSTICE DIVISION ACTION PLAN

GOAL 2: Promote & protect fair administration of public services & contribute to public demand for better service delivery	
Strategic Objective 2.1: Establish scope of CHRAJ's administrative justice oversight role and Facilitate public service improvement in handling complaints	
ACTIONS	
2.1.1.	Analyze and establish a working definition of section 7(1) (b) of Act 456 in relation to the Commission's administrative justice remit over the following public service institutions including Public Services Commission, The administrative organs of State, Offices of the Regional Coordinating Council and the District Assembly.
2.1.2.	Develop and issue guidance on appropriate standards the Commission expects to be practiced in those services relating to those concepts
2.1.3.	Promote the establishment of Complaint handling Desks for Police, Prisons, local government, central government, Armed Forces and Public Services Commission.
2.1.4.	Deliver outreach events for services providers, focusing particularly on key principles of effective complaints handling and sharing the learning to inform improvement.
2.1.5.	Promote quality complaint handling procedures for service providers to develop their skills and encourage early local resolution.
2.1.6.	Promote increased ownership and greater understanding of local complaints handling responsibilities
Strategic Objective 2.2: Promote principles and practices of good administration and conduct in the public services	
ACTIONS	
2.2.1.	Consult develop and publish in collaboration with MDAs Guidance on principles of good administration.
2.2.2.	Promote the development of client charters in MDAs
2.2.3.	Educate public on principles of good administration and service standard in client charters of MDAs
Strategic Objective 2.3: Investigate complaints and allegations of Administrative Justice violations	
ACTIONS	
2.3.1.	Investigate administrative justice complaints.
2.3.2.	Enforce decisions/recommendations arising from administrative justice complaints in court.
Strategic Objective 2.4: Conduct Public Education on Principles of good Administrative	
ACTIONS	
2.4.1.	Educate public services on maladministration in public services and the function of CHRAJ as an external scrutiny body over complaints in public services.
2.4.2.	Develop and issue guidance, fact sheets, leaflets, etc. on all aspects of CHRAJ's administrative justice function and expected standards applicable in public services.

5.3.1.3: Anti-Corruption Division Action Plan

The Anti-Corruption Division's main constraints are its lack of specialized professionals, especially in the regions and districts, and financial resource to educate officials and the public on corruption.

GOAL 3: Promote and protect national integrity and investigate corruption

We will ensure improved national integrity and better understanding of the evils of corruption and ethos of anti-corruption

Goal 3 Outcomes

The outcomes for successful implementation of this goal include:

- Public able to disclose more effectively cases of corruption and cases are investigated for improved national integrity
- Governance institutions and Parliament able to carry out anti-corruption oversight responsibilities
- Anti-corruption activities by key accountability institutions are coordinated.

TABLE 3: ANTI-CORRUPTION DIVISION ACTION PLAN

GOAL 3: Promote and protect national integrity and investigate corruption	
Strategic Objective 3.1: Facilitate development and implementation of National Anti-Corruption Action Plan	
ACTIONS	
3.1.1.	Facilitate development, implementation, and monitoring implementation of NACAP
3.1.2.	Develop and disseminate materials on NACAP
Strategic Objective 3.2: Promote and enhance national integrity	
ACTIONS	
3.2.1.	Institute National Integrity Programme (NIP)
3.2.2.	Train Ethics Officers
3.2.3.	Establish and train National Ethics Advisory Committees
3.2.4.	Print and disseminate information materials on NIP
3.2.5.	Monitor and evaluate Code of Conduct compliance
3.2.6.	Participate in international integrity conference
Strategic Objective 3.3: Implement anticorruption legislation and legislation that enhance transparency	
ACTIONS	
3.3.1.	Establish a reporting mechanism for whistle blower
3.3.2.	Process complaints within time stipulated
Strategic Objective 3.4: Investigate complaints and allegations of corruption	
ACTIONS	
3.4.1.	Publish investigation procedures and reports
3.4.2.	Recruit anti-corruption officers
3.4.3.	Train anti-corruption officers in corruption investigation, prevention, and education.
Strategic Objective 3.5: Conduct Public Education on the evils of corruption and ethos of anticorruption	
ACTIONS	
3.5.1.	Conduct public education on corruption
Strategic Objective 3.6: Collaborate and consult with anti-corruption institutions	
ACTIONS	
3.6.1.	Organize benchmarking programmes
3.6.2.	Participate in events, networks, exchange experiences and collaborations

5.3.2: MANAGEMENT ACTION PLANS

In delivering our three mandates, we face a myriad of constraints ranging from inadequate human and financial resources to lack of proper infrastructure and logistics especially in the districts. Some of our offices are unable to investigate and prosecute certain complaints given the lack of professional staff in various offices. Staff performance has also tapered off gradually since overburdened senior management is unable to monitor and mentor subordinates. The physical deterioration, limited office space, and poor furnishings of several offices have created unacceptable working conditions, which have critically affected CHRAJ's delivery of services. There is also a lack of office equipment and transportation to conduct field investigations or conduct public education in most offices.

These constraints are most prevalent in the districts and regions and have severely affected the Commission's ability to promote and protect human rights, integrity, accountability, and ensure administrative justice locally. The following are highlighted areas of importance for the Commission:

District Offices: For the upcoming five years, the Commission will prioritize support to district offices to address inadequacies of programmatic requirements. By the end of the strategic period, the Commission will increase productivity and improve quality of services in districts. This will be accomplished by posting a minimum of two senior officers at a district depending on the workload. Also, basic facilities and equipments will be provided, and all district staff trained to implement improved systems and processes.

Regional Offices: Regional offices will also be strengthened to reinforce planned restructuring, improved communication and supervision of resources. Regional offices' ability to implement and maintain systems, facilities, and equipment will be enhanced and their human resource capacity will be boosted. At the end of the strategic period, each regional office will have a focal person for each mandate area and at least two lawyers.

Oil and Gas Unit: The recent commercialization of Ghana's oil and gas discoveries has generated a plethora of interest and interventions in Ghana's oil and gas industry. Given this flurry of activity, the Commission will dedicate a unit to monitor and fast track investigations of human rights violations, issues of administrative injustice and corruption in Ghana's emerging Oil and Gas industry.

Overall, our difficulties have weakened our Commission's service delivery to our clients, affecting public education and leading to a lack of proper understanding of human rights, anti-corruption, and administrative justice. We will work to lessen out constraints over the next five years and improve our performance in how we manage our activities. Thus, the Commission's overarching programmatic goal is to strengthen its capacity to promote and protect human rights, integrity, accountability, and ensure administrative justice.

Goal 4: Build the Capacity of CHRAJ to Prosecute its Mandate

We will strengthen our capacity to promote and protect human rights, integrity, accountability, and ensure administrative justice.

Goal 4 Outcomes: The outcomes for successful implementation of this goal include:

- Motivated, well-trained, and well-balanced mix of professional and general staff with the sufficient competencies to perform their assigned duties
- Efficient systems and processes maintained by a high standard of operations to enable consistent delivery of CHRAJ's mandates.
- Adequate facilities and equipments for a complete infrastructure necessary for CHRAJ to execute its mandates
- Ghanaians are informed of the Commission's role and how to access services

TABLE 4: MANAGEMENT ACTION PLAN

Goal 4: Build The Capacity of CHRAJ to Prosecute its Mandate	
Strategic Objective 4.1: Develop Human Resource Management System	
ACTIONS	
4.1.1.	Develop and implement a comprehensive human resource management system
4.1.2.	Strategic Resource Mgt tools & capacity
4.1.3.	Improve Human Resource Management System(Oversight & performance monitoring)
4.1.4.	Network with Human Resource & Accounts
Strategic Objective 4.2: Improve and establish systems and processes	
ACTIONS	
4.2.1.	Implement case handling manual
4.2.2.	Revise electronic case management system
4.2.3.	Develop and implement standard operating procedures i.e. service delivery manual
4.2.4.	Develop and implement a communications plan
4.2.5.	Develop and implement a fixed asset management system
4.2.6.	Develop and implement an equitable distribution policy of fixed assets
Strategic Objective 4.3: Rehabilitate and acquire adequate infrastructure	
ACTIONS	
4.3.1.	Undertake equipment and logistics needs assessment
4.3.2.	Develop and implement procurement plan
4.3.3.	Rehabilitate/acquire adequate 20 district offices
4.3.4.	Rehabilitate/acquire adequate 10 regional offices
4.3.5.	Rehabilitate/acquire adequate Headquarters
4.3.6.	Rehabilitate/acquire adequate official staff housing
Strategic Objective 4.4: Acquire adequate office equipments and transportation	
ACTIONS	
4.4.1.	Develop and implement procurement plan
4.4.2.	Procure and install basic office equipment in all offices
4.4.3.	Procure official transportation for all offices
Strategic Objective 4.5: Align Organizational Structure with Constitutional Mandates	
ACTIONS	
4.5.1.	Restructure organization to align with constitutional mandates
4.5.2.	Expand and restructure senior management
Strategic Objective 4.6: Recruit experienced professional staff with the requisite core skills and specializations	
ACTIONS	
4.6.1.	Undertake a human resource needs assessment
4.6.2.	Develop a recruitment policy and plan
4.6.3.	Recruit experienced required staff with the requisite skills and specializations
Strategic Objective 4.7: Develop and retain Human Resource capacity	
ACTIONS	
4.7.1.	Develop and implement a learning, training, and career development policy and plan
4.7.2.	Undertake a training needs assessment
4.7.3.	Train staff to acquire/ improve essential basic and specialized skills
4.7.4.	Train all staff in systems and processes relevant to their roles and functions
4.7.5.	Develop and implement reward strategies to motivate staff
Strategic Objective 4.8: Monitor Oil and Gas Industry	
ACTIONS	
4.8.1.	Monitor human rights, administrative justice, and corruption in the oil and gas industry
4.8.2.	Fast track investigations of corruption, human rights and administrative justice violations in the oil and gas industry
Strategic Objective 4.9: Enhancing visibility of CHRAJ's role and services	
ACTIONS	
4.9.1.	Publish and disseminate informational materials to educate the public on CHRAJ mandates
4.9.2.	Undertake interventions to enhance visibility of CHRAJ

5.4: PROGRAMME ROADMAP

Priority Action	Completion Date
5.4.1: Our People	
<i>Undertake Human Resource and Training Needs Assessment</i>	May 2012
<i>Develop comprehensive recruitment and training policy and plan</i> A comprehensive workplace skills plan for new recruitment practices to help secure essential skills and to identify appropriate training priorities for current and future needs of the Commission.	November 2012
<i>Develop human resource management system</i> Create an HRM system with HR plans, policies and practices needed to guide recruitments, retention, staff engagement, learning, and development, job descriptions and position profiles, performance management structure, organizational management and functional structure, and accountability framework.	October 2013
<i>Align Organizational Structure with Constitutional Mandates</i> The Commission will organize around its three mandates to establish three core divisions and support departments with units. Jobs should be arranged around key activities contributing to the achievement of the Commissions mission.	December 2013
<i>Expand and restructure Senior Management</i> Engage assistant Commissioners to support the Commissioners by undertaking responsibility for the core divisions, their specialized departments, and thematic unit.	December 2013
<i>Developing reward strategies</i> Reward strategies aim to align the performance of the organization with the way it rewards its people, providing the necessary incentives and motivation to staff. Its components can be a combination of base pay, bonuses, profit sharing, share options, and a range of appropriate benefits, usually based on market or competitor norms and the organization's ability to pay.	June 2014
<i>Recruit experienced professional staff with requisite skills and specialization</i>	September 2015
<i>Train staff to acquire and improve essential basic and specialized skills</i>	September 2015
5.4.2: Our Systems and Processes	
<i>Finalize Case handling manual</i>	November 2011
<i>Revise our electronic case management system</i>	December 2012
<i>Develop standard operating procedures</i>	December 2012
<i>Develop a fixed asset management system</i>	December 2012
<i>Train all staff in systems and processes relevant to their roles and functions</i>	October 2013
5.4.3: Our Facilities and Equipment	
<i>Undertake equipment and logistics needs assessment</i>	December 2011
<i>Developing and implementing a procurement plan to prioritize resources, purchases, and distribution of acquired assets</i>	September 2011
<i>Rehabilitating/acquiring adequate office facilities & furnishing with basic equipments and utilities</i>	September 2015
<i>Procure and install basic equipment</i>	September 2015
<i>Procure official transportation</i>	September 2015
<i>Procure official staff housing</i>	September 2015

CHAPTER SIX - MONITORING AND EVALUATION

CHRAJ will make monitoring, evaluating, and reporting an integral part of its operations to improve governance and enhance its effectiveness in delivering its mandates. A Monitoring and Evaluation (M&E) plan is of critical importance for the successful implementation of the strategic plan. This M&E plan will be the basis for systematic measuring of progress towards achieving strategic and programmatic goals of the strategic plan. It will provide an overview of implementation and will collect and provide information that will help the Commission to:

- Make decisions about budgets,
- Communicate with the public and with political decision makers,
- Identify strengths and weaknesses of sector activities, or
- Determine whether to repeat or continue projects

6.1: PURPOSE AND SCOPE

The Monitoring and Evaluation plan will help the Commission in several ways and framework will collect and provide information which will be used to:

- Track progress of planned implementation of the strategic plan
- Identify gaps and weaknesses in service provision
- Plan, prioritize, allocate and manage resources for the strategic plan
- Evaluate outcomes achieved and services delivered
- Determine the effectiveness and impact the Commission is having on the public,
- Assess strategies, systems, and processes to identify deficiencies and fine-tune them
- Promotes partnerships by sharing reports with the public, donors, and meeting constitutionally mandated reporting requirements

6.2: ROLES AND RESPONSIBILITIES

The Commissioners and staff will have specific roles and responsibilities in contributing to M&E

6.2.1: Programme Coordination and Monitoring Office

This office will have as part of its day to day activities, the key responsibility of leading, managing, and coordinating the M&E of the Strategic Plan. The office should be the focal point for all M&E activities and will undertake a number of general and specific activities including:

Specific Activities

1. **Data Collection and Tools:** During implementation, the office will continuously track progress made and routinely supervise the collection of quantitative and qualitative data to verify progress towards established targets. The office will develop data collection instruments and tools including:
 - Field Observation
 - Key Informants Interview
 - Informal Questionnaire
 - Study of Documents

2. **Data Quality Review:** The office must review data gathered to ensure its quality. The objective of any data quality review will be to verify the quality and consistency of performance data over time by analyzing the accuracy, reliability, timeliness and objectivity of performance data received.
3. **Progress Reports:** Progress Reports will be produced to provide a systematic and structured review of implementation of the reforms. Ad-hoc reports will also be produced to address specific issues that may arise.
4. **Impact Evaluation:** The office will help design and supervise the implementation of impact evaluation studies to evaluate the extent to which the reform interventions contribute to the Commissions goals. This will include the commissioning and supervision of a number of evaluation efforts: interim & final evaluations, special thematic studies, ad-hoc evaluations.
5. **Stakeholder Participation:** Participatory sessions will be organized semi-annually in August and March for key staff from various locations and Commissioners to actively participate in the process of reviewing the progress of implementation. The office will adopt a systematic dissemination approach to ensure that all the stakeholders fully participate in the M&E process and relevant feedback is obtained and used to inform decisions.

6.2.2: CHRAJ Staff

- Formulate work plans with indicators and targets
- Collect data, assess and prepare progress reports

6.2.3: Senior Management

- Analyze and review collected data and reports
- Assess progress reports and
- Participate in field monitoring
- Organize and manage review meetings and external evaluations.

6.2.4: Commissioners

- Participate in key planning meetings and in major evaluations.
- Approve, and give policy direction on the M&E reports.
- Undertake field/site validation visits

6.2.5: External Stakeholders

- Review, consider and provide feedback on the Commission's reports
- Participate in monitoring and evaluation process

6.3: RISKS AND ASSUMPTIONS

The key risks and assumptions include:

- Funds will be mobilized and be made available in time for implementation of planned activities
- Competent and professional staff will be recruited in time to support implementation
- Specialized training for all staff who need to develop their capacity will be available so that they know what to do and how to do it
- Office space, facilities, equipment and logistics will be procured, delivered, and installed on time
- Staff will be able to adapt and adopt programming changes to ensure successful implementation
- Political will, national interest and 'buy-in' demonstrated
- Acceptance, cooperation and participation of stakeholders

6.4: LOGICAL FRAMEWORK

This is a tool used to monitor and evaluate progress towards expected results, and is a handy reference of key components of our strategic plan

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Risks and Assumptions
Goal 1	Promote and protect fundamental human rights and freedoms		INDICATORS: No of cases disposed, SOHR shows improvements in the protection and promotion of rights and improved national coordination of human rights interventions with CHRAJ as lead	
Specific objective	<p>Promote and protect the rights of the vulnerable including children and the disabled; the right to work and employment; civil and political rights; economic, social, and cultural rights (ESCRs)</p> <p>Incorporate human rights principles and standards in national development programming</p> <p>Human rights promotion</p> <p>Enhance gender equality</p>	<p>No. of human rights educational programmes organized</p> <p>No. of educational materials on rights disseminated</p> <p>No. of complaints on the abuse of rights received</p> <p>No. of National Human Rights Action Plan (NAHRAP) disseminated</p> <p>Timely completion of gender audit</p> <p>No of men and women of CHRAJ Staff</p>	<p>Reports on Complaints, Investigations, and cases</p> <p>Research and Surveys conducted</p> <p>Monitoring and evaluation reports</p> <p>Case management reports</p>	<p>Availability of funds</p> <p>Gender audit will be completed in time</p> <p>NAHRAP completed and available as scheduled</p> <p>Specialized capability and or experience is available</p> <p>Facilities and logistics are available and operational</p>
Outputs/ Expected results	<p>Improved respect of and compliance with human rights laws</p> <p>Human Rights considered as an important factor in National Development planning</p> <p>Increased awareness of gender issues</p>	<p>No. of complaints on the abuse of rights decreases</p> <p>No. of national development interventions using a human rights based approach</p> <p>Gender audit, policy, and action plan developed and circulated</p>	<p>State of Human Rights Report (SOHR)</p> <p>National Development plans</p> <p>Gender Policy</p> <p>Gender Audit</p>	<p>National interest and 'buy-in' demonstrated</p> <p>Political will and commitment</p>

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Risks and Assumptions
Goal 2	Promote and protect fair administration of public services and contribute to public demand for better service delivery		INDICATORS: No of cases disposed; improved service delivery and formal structures in government offices ensuring democratic process	
Specific objective	<p>Promote principles and practices of good administration and conduct in the public services</p> <p>Support improvement of frontline complaints handling by public services</p> <p>Establish the scope of CHRAJ's administrative justice oversight role over specific bodies under its jurisdiction</p> <p>Create awareness of CHRAJ's role as an ombudsman and the scope of its administrative justice function</p>	<p>Guidance on principles and practices of good administration developed and disseminated</p> <p>No. of public service officers trained on good and fair complaining handling processes</p> <p>Working definition of Commission's administrative justice remit established and accepted</p> <p>No. of educational materials on all aspects of CHRAJ's administrative justice function and expected standards applicable in public services disseminated</p>	<p>Guidance on principles and practices of good administration</p> <p>Reports on Complaints, Investigations, and cases</p> <p>Training reports</p> <p>Case management reports</p>	<p>Availability of funds</p> <p>Cooperation and participation of stakeholders and public service institutions</p> <p>Specialized capability and or experience is available</p> <p>Facilities and logistics are available and operational</p>
Outputs/ Expected results	<p>Improved handling of complaints by public service institutions</p> <p>Improved fairness in administering and delivery quality of services</p> <p>Increased awareness of CHRAJs role and scope as an ombudsman</p>	<p>Number of maladministration complaints decrease</p> <p>Procedural guidance documented and circulated</p> <p>No. of public education campaigns organized</p>	<p>Client satisfaction surveys</p> <p>Monitoring and evaluation reports</p> <p>Complaints handling procedures</p>	<p>National interest and 'buy-in' demonstrated</p> <p>Acceptance of guidance provided</p> <p>Recognition of CHRAJ's role and scope as an ombudsman</p>

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Risks and Assumptions
Goal 3	Promote and protect national integrity and investigate corruption		INDICATORS: No of cases disposed and improved national coordination of anti-corruption interventions with CHRAJ as lead	
Specific objective	<p>Investigating complaints and allegations of corruption and misappropriation of public resources</p> <p>Implementing anticorruption legislation and legislation that enhance transparency, including the Whistleblowers Act</p> <p>Creating awareness of the evils of corruption and ethos of anticorruption</p> <p>Promoting and enhancing national integrity</p> <p>Facilitating development of capacity and improve systems to combat corruption</p> <p>Collaborating and consulting with other national and international anti-corruption institutions</p>	<p>No. of cases investigated and time it takes to dispose cases</p> <p>No. of Complaints received on hotline</p> <p>No. of educational materials developed and disseminated</p> <p>No. of public education conducted,</p> <p>No. of public officials trained seminars/workshops</p> <p>No. of anti-corruption measures integrated into planning and programming by MDAs and other public institutions</p>	<p>Reports on Complaints , Investigations, and cases</p> <p>Research and Surveys conducted</p> <p>Monitoring and evaluation reports</p> <p>Complaints hotline established</p> <p>Appraisal reports</p> <p>Complaints reports</p> <p>Case management reports</p>	<p>Availability of funds</p> <p>Specialized capability and or experience is available</p> <p>Facilities and logistics are available and operational</p>

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Risks and Assumptions
Outputs/ Expected results	<p>Public able to disclose more effectively cases of corruption and cases are investigated for improved national integrity</p> <p>Governance institutions and Parliament able to carry out anti-corruption oversight responsibilities.</p> <p>Anti-corruption activities by key accountability institutions are coordinated.</p>	<p>Whistle blower hotline established and in use.</p> <p>No. of complaints received for abuse of power reduced</p> <p>No. of anti-corruption measures implemented by public institutions</p> <p>No. of coordinated anti-corruption activities undertaken by all key accountability institutions and Ministries, Departments and Agencies (MDAs)</p>	<p>Code of conduct</p> <p>Public Opinion surveys</p> <p>Program/Activity Reports</p> <p>Reports/Memos submitted to parliament</p>	<p>Political will, national interest and 'buy-in' demonstrated</p> <p>Acceptance, cooperation and participation of stakeholders</p> <p>Sanctions are applies</p>
Goal 4	Strengthen the capacity to promote and protect human rights, integrity, accountability, and ensure administrative justice.		INDICATORS: Staff at post for regional and district offices; staff mix, refurbished offices; public awareness and access to services	
Specific objective	<p>Developing and retaining human resource capacity</p> <p>Improving and establishing systems and processes</p> <p>Rehabilitating and acquiring adequate facilities and equipments</p> <p>Enhancing the visibility of the Commission's role and services</p>	<p>No. and level of staff recruited</p> <p>No. of staff trained</p> <p>No. of systems and processes established</p> <p>No. of offices refurbished and acquired</p> <p>No. of offices with basic equipments and adequate transportation</p> <p>Number of media interventions organized</p>	<p>Human resources reports</p> <p>Performance appraisal reports</p> <p>Staff surveys and capacity assessments</p> <p>Field investigation reports</p> <p>Media information</p>	<p>Availability of funds</p> <p>Specialized capability and or experience is available</p> <p>Facilities and logistics are available and operational</p> <p>Projects completed on schedule</p> <p>Media interest, cooperation, and participation</p>

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Risks and Assumptions
Outputs/ Expected results	<p>Motivated, well trained, and balanced mix of professional and general staff with sufficient competencies.</p> <p>Efficient systems and processes maintained by a high standard of operations.</p> <p>Adequate facilities and equipments for a complete infrastructure</p> <p>Ghanaians are informed of the Commission's role and how to access services</p>	<p>Number of professional staff and general staff</p> <p>Attrition rate of staff</p> <p>Systems and process established and in use</p> <p>Offices are equipped with adequate facilities and logistics</p> <p>CHRAJ in the media</p>	<p>HR Policy Manual and Employee handbook</p> <p>Organizational Structure</p> <p>Recruitment policy and plan</p> <p>Training policy and plan</p> <p>Standard Operating Procedures</p> <p>Procurement plan</p> <p>Media shows, reports and clippings</p>	<p>Staff interest and buy-in'</p> <p>Proper design and function of systems and processes</p> <p>Maintenance services available for upkeep of equipments and facilities</p> <p>Procurements completed on time</p> <p>Access to financing</p>

6.5: REPORTING

This section will provide the reporting guidelines including formats and matrix templates

6.5.1: Progress Reporting Guidelines

Progress reports are essential and must be produced for effective monitoring of implementation. The reports will give meaningful information to track, review, and follow up activities to meet the purposes described above. The reports must be timely to ensure the information they provide are relevant and useable. Reports should be submitted 2 weeks after the quarter ends: Week 2 of April, July, October, and January.

Progress Reporting Format: Reports must also be concise and written in the following format:

Executive Summary: A brief summary of the key findings of the report.

Progress in Activity Implementation: Details on activities completed based on approved implementation and work plans including major accomplishments using the results table below.

Difficulties Encountered and Recommendations: Brief description of major impediments to implementation and the solutions used to resolve or recommendations on how to resolve challenges or the way forward.

Lessons Learned and Changes Made: Brief description lessons learned during the period under review and explanation of any significant activity modifications or changes that have been made due to financial, economic, social, political constraints or developments.

Technical Assistance Request: If the need for Technical Assistance is identified, this section will briefly describe the need, outlining the objectives and outcomes of such assistance, including who is expected to provide the TA, what resources are required, etc.

Other Documentation: A copy of all activity related documents should be attached for the period regarding key related decisions or implementation

Upcoming Implementation: This section should include a description of the next period's implementation and should be based on the original work plan or an updated work including changes or modifications required. Provide a brief plan of action or scope of work for such major programmatic events. Discuss any surveys, studies, mid-term, or final evaluations that will be implemented in the next two periods.

M&E Performance Assessment Matrix Template

This matrix should be used to track implementation of activities and collect information:

Reform Component Objective:								
Programme Activities	Indicator				Sources of Data	Data Collection Methods	Frequency of Data Collection	Responsibility
	Key Outcome Indicator	Expected Output / Outcome	Baseline	Target				

Results Table Matrix Template

After analyzing information present written concise reports in the following format:

Goal (Planned Result)	Activity	Performance Indicator	MOV	Achieved	Responsibility
Goal 1:					
Challenges and Solutions, Recommendations and Lessons Learned:					

CHAPTER SEVEN - CHANGE MANAGEMENT

During the next five years, the Commission will embark on several positive changes in its programming and staffing to ensure that it has the essential skills to deliver quality services to the public. To implement these changes in an orderly, controlled, and systematic fashion with minimum resistance and maximum support from the Commission's staff, a set of processes will be used to ensure an effective transformation.

7.1: THE ADKAR MODEL

The ADKAR Model is a Prosci's⁹ change management methodology that has become one of the most widely used approaches for managing the people side of change in corporations and government agencies. This model is an appropriate fit for the Commission and will guide implementation of the changes planned over the next five years. The model is clear and simple with five specific stages that include:

- **Awareness :** *Staff should know why a specific change or series of changes are needed*
- **Desire:** *Staff should be motivated to have the desire to participate in the changes*
- **Knowledge:** *Staff should know how to change and what the change looks like*
- **Ability:** *Staff should be trained to acquire the new skills and behaviors needed to make change happen on a day-to-day basis*
- **Reinforcement:** *Staff should be monitored and evaluated so they know how to maintain changes*

7.2: ROLE OF CHRAJ MANAGEMENT

CHRAJ management must assess the impact planned changes will have on individual staff at different levels including technology, employee conduct and attitude, work processes etc. Once implementation of changes begins, staff reaction should be assessed and managers should try to understand the reaction to help support staff through the change process. Changing behavior is difficult and management must help staff accept changes, adjust well, and become effective once changes are implemented.

Planned Action:

- Explain planned changes to staff, citing issues with current procedures
- Communicate the benefits of planned changes for both the individual and CHRAJ.

7.3: STAFF BUY-IN

CHRAJ as a whole must understand why changes are needed and how they will benefit both individual staff and the Commission. Each Staff member and CHRAJ as a whole will have to work hard to make the necessary behavior changes. Without Staff understanding and accepting that the changes are necessary and that they have to work harder, they will resist the changes making it difficult for CHRAJ to accomplish its goals. Thus for the strategic plan to be successful, it is very important for CHRAJ Staff to buy into the changes that will help the Commission achieve its goals.

⁹ Formed in 1994, Prosci is an independent research company in the fields of change management, business process reengineering and call centre management.

CHAPTER EIGHT - FINANCIAL FRAMEWORK

8.1: FINANCING REQUIREMENT

Since inception, the Commission's budget allocations from the government have been woefully inadequate creating severe financial constraints. Although the government's contribution fully covers the total cost of Personal Emoluments and Administration, it hardly covers Programming costs. While remaining insufficient, appeals for upward revisions of governmental allocations to programming costs have been progressively more successful. Thus over the last five years, government funding to CHRAJ has steadily increased by about 15 to 20%. The Commission expects this trend of increasing funding to continue and estimates that over the next five years it will receive about 15 million Ghana cedis (GHC) from the government of Ghana. This contribution will be crucial in meeting the programming costs of this Strategic Plan, which is 43 million GHC over the next five years.

The Commission also receives essential programming funds from DANIDA. Denmark has supported CHRAJ over a number of years and is a key development partner to the Commission. Currently, the Commission receives support from the Danish funded Good Governance and Human Rights Programme II (GGHRP II) 2009-2013. Under this partnership agreement DANIDA is providing about 11.7 million GHC¹⁰ for the period of which about 8 million remains for 2011-2013. With the Commission's longstanding partnership with Denmark, the Commission projects that DANIDA will provide additional support of an estimated 7 million GHC for the remaining period of the strategic plan, 2014-2015. With the estimated support from the Government of Ghana and Denmark totaling about 30 million GHC, there remains a funding gap. Given the Commission's proven absorption capacity and previous support from UNDP, USAID, DFID, GTZ and the Royal Netherlands Embassy, CHRAJ will solicit Development Partners to meet the funding gap of 13 million GHC.

8.2: INDICATIVE COST SUMMARY FOR CHRAJ STRATEGIC PLAN 2011 – 2015 ¹¹

CHRAJ STRATEGIC PLAN 2011 – 2015 PLANNED PROGRAMMING COST SUMMARY – (GH¢ 000s)						GHC	DKK rate .29	USD rate 1.5
GOALS	2011	2012	2013	2014	2015	TOTALS		
GOAL 1: Promote and protect fundamental human rights and freedoms	660	1,590	1,385	1,660	1,805	7,100	24,483	4,733
GOAL 2: Promote and protect fair administration of public services and contribute to public demand for better service delivery	170	490	660	880	900	3,100	10,690	2,067
GOAL 3: Promote and protect national integrity and investigate corruption	800	820	920	1,060	1,400	5,000	17,241	3,333
GOAL 4: Strengthen institutional capacity to promote and protect human rights, national integrity, accountability, and ensure administrative justice	4,150	8,125	6,200	4,450	4,875	27,800	95,862	18,533
TOTALS	5,780	11,025	9,165	8,050	8,980	43,000	148,276	28,667

¹⁰ Converted from 40.40 mil Danish Kroner at June 2011 exchange rate, subject to change over time as exchange rates may fluctuate

¹¹ Excludes Items 1 & 2, Personal Emoluments and Administration costs

8.3: INDICATIVE BUDGET CHRAJ STRATEGIC PLAN 2011-2015

Goals, Strategic Objectives, Objectives and Actions	Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			Partners
	2011	2012	2013	2014	2015		GoG	Donor	Gap	
HUMAN RIGHTS INDICATIVE BUDGET										
GOAL 1: Promote and protect fundamental human rights and freedoms	660	1,590	1,385	1,660	1,805	7,100				
Strategic Objective 1.1: Promote fundamental human rights and freedoms	135	300	350	410	455	1,650				
OBJECTIVE 1.1.1: Promote and protect civil and political rights.	10	75	100	150	150	485				
OBJECTIVE 1.1.2: Promote and protect the rights of the vulnerable	50	75	100	130	130	485				
OBJECTIVE 1.1.3: Promote and protect economic, social and cultural rights (ESCRs).	75	100	150	130	175	630				
Strategic Objective 1.2: Develop, implement and monitor National Human Rights Action Plan	150	500	100	100	200	1,050				
Strategic Objective 1.3: Investigate complaints and allegations of Human Rights violations	150	300	400	400	500	1,750				
Strategic Objective 1.4: Conduct Public Education on Human Rights	100	200	250	250	300	1,100				
Strategic Objective 1.5: Monitor National State of Human Rights	40	150	150	300	150	790				
Strategic Objective 1.6: Enhance Gender Equality	75	100	75	100	100	450				
Strategic Objective 1.7: Collaborate and consult with Human Rights institutions	10	40	60	100	100	310				

Goals, Strategic Objectives, Objectives and Actions	Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			Partners
	2011	2012	2013	2014	2015		GoG	Donor	Gap	
ADMINISTRATIVE JUSTICE INDICATIVE BUDGET										
GOAL 2: Promote and protect fair administration of public services and contribute to public demand for better service delivery	170	490	660	880	900	3,100				
Strategic Objective 2.1: Establish scope of CHRAJ’s administrative justice oversight role and facilitate public service improvement in handling complaints	30	100	100	100	70	400				
Strategic Objective 2.2: Promote principles and practices of good administration and conduct in the public services	30	100	150	180	180	640				
Strategic Objective 2.3: Investigate complaints and allegations of Administrative Justice violations	50	100	150	200	300	800				
Strategic Objective 2.4: Conduct Public Education on Principles of good Administrative	50	150	200	300	250	950				
Strategic Objective 2.5: Collaborate and consult with Ombudsman institutions	10	40	60	100	100	310				
ANTI-CORRUPTION INDICATIVE BUDGET										
GOAL 3: Promote and protect national integrity and investigate corruption	800	820	920	1,060	1,400	5,000				
Strategic Objective 3.1: Facilitate development and implementation of National Anti-Corruption Action Plan	500	200	200	150	300	1,350				
Strategic Objective 3.2: Promote and enhance national integrity	100	150	200	200	200	850				
Strategic Objective 3.3: Implement anticorruption legislation and legislation that enhance transparency	20	50	30	40	50	190				
Strategic Objective 3.4: Investigate complaints and allegations of corruption	100	200	200	350	450	1,300				
Strategic Objective 3.5: Conduct Public Education on the evils of corruption and ethos of anticorruption	50	150	170	200	250	820				
Strategic Objective 3.6: Collaborate and consult with anti-corruption institutions	30	70	120	120	150	490				

Goals, Strategic Objectives, Objectives and Actions	Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source			Partners
	2011	2012	2013	2014	2015		GoG	Donor	Gap	
CAPACITY DEVELOPMENT INDICATIVE BUDGET										
Goal 4: Build Institutional Capacity of CHRAJ to Prosecute its Mandate	4,150	8,125	6,200	4,450	4,875	27,800				
Strategic Objective 4.1: Develop Human Resource Management System	50	150	50	50	50	350				
Strategic Objective 4.2: Improve and establish systems and processes	50	200	150	150	100	650				
Strategic Objective 4.3: Rehabilitate and acquire adequate infrastructure	1,600	4,000	3,000	2,000	3,000	13,600				
Strategic Objective 4.4: Acquire adequate office equipments and transportation	1,700	2,500	2,000	1,000	500	7,700				
Strategic Objective 4.5: Align Organizational Structure with Constitutional Mandates	50	100	75	50	25	300				
Strategic Objective 4.6: Recruit experienced professional staff with the requisite core skills and specializations	50	75	75	50	50	300				
Strategic Objective 4.7: Develop and retain Human Resource capacity	300	500	500	500	600	2,400				
Strategic Objective 4.8: Monitor Oil and Gas Industry	50	200	150	150	150	700				
Strategic Objective 4.9: Enhancing visibility of CHRAJ’s role and services	300	400	200	500	400	1,800				
TOTALS	5,780	11,025	9,165	8,050	8,980	43,000				