GHANA INTEGRITY INITIATIVE
GHANA Chapter of Transparency International

ANNUAL REPORT
2014

Ghana Integrity Initiative (GII) is a not-for-profit organisation founded in 1999 in Ghana with the focus of addressing corruption. GII is one of the autonomous chapters of Transparency International, the global anti-corruption movement. Transparency International and its affiliated chapters are bound by a common vision of corruption-free world.

September 30, 2015

Every effort has been made to verify the accuracy of the information contained in this report. All information was believed to be correct as of December 2014. Nevertheless, Ghana Integrity Initiative cannot accept responsibility for the consequences of its use for other purposes or in other contexts.

ACRONYMS

ADISS	-	Aaccountable Democratic Institutions and Systems Strengthening
ALAC	-	Advocacy and Legal Advice Centre
ARIC	-	Audit Report Implementation Committee
CBAGs	-	Community Biodiversity Advisory Groups
CBOs	-	Community-based Organisations
CCF	-	Climate Change Finance
CDD-Ghana	-	Centre for Democratic Development, GHANA
CHPS	-	Community-based Health Planning and Services
CHRAJ	-	Commission on Human Rights and Administrative Justice
CoBMETs	-	Community Based Monitoring and Evaluation Teams
CFCs	-	Community Forest Committees
CMSP	-	Community Multi-Stakeholder Platform
CPI	-	Corruption Perception Index
CREMAs	-	Community Resource Management Areas
CSC	-	Community Score Card
CSOs	-	Civil Society Organisations
DGP	-	Democratic Governance Project
DFF	-	District Forest Forum
DVLA	-	Driver and Vehicle Licensing Authority
FAT-Africa	-	Financial Accountability and Transparency in Africa
FBO	-	Faith-based Organizations
FC	-	Forestry Commission
GACC	-	Ghana Anti-Corruption Coalition
GIFNETS	-	Governance Issues Forum Networks
GHS	-	Ghana Health Service
GII	-	Ghana Integrity Initiative
GRA	-	Ghana Revenue Authority
IDEG	-	Institute of Democratic Governance
IUCN	-	International Union for Conservation of Nature
LEARN	-	Local Employment and Resource Mobilisation
MDAs	-	Ministries, Departments and Agencies
MMDAs	-	Metropolitan, Municipal and District Assemblies
MSP	-	Multi Stakeholder Platform
NACAP	-	National Anti-Corruption Action Plan
NCCE	-	National Commission for Civic Education
NCRC	-	Nature Conservation and Research Centre
NHIS	-	National Health Insurance Scheme
NGOs	-	Non-Governmental Organisations
OG – P	-	Open Governance Project
OGP	-	Open Government Partnership

OSIWA	-	Open Society Initiative for West Africa
PSRS	-	Public Sector Reform Secretariat
PTA	-	Parents Teachers Association
REDD+	-	Reducing Emissions and Deforestations and Degradation
SACs	-	Social Auditing Clubs
SEND-Ghana	-	Social Enterprises Foundation – Ghana
SMC	-	School Management Committee
STAR-Ghana	-	Strengthening Transparency, Accountability and Responsiveness in Ghana
SWEDEC	-	Sekyere West Education and Development Centre
TI	-	Transparency International
TI-S	-	Transparency International Secretariat (in Berlin)
UN	-	United Nations
UNDP	-	United Nations Development Programme
UNODC	-	United Nations Office on Drugs and Crime
USAID	-	United States Agency for International Development
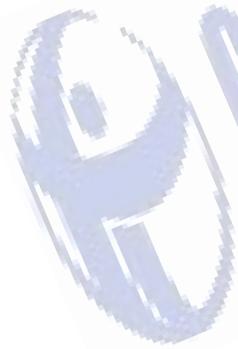
FOREWORD

Ghana Integrity Initiative (GII) is happy to present the 2014 Annual Report. The Report covers the activities of GII during 2014. During that period, GII remained focus on its vision of seeking a corruption- free society and its mission to fight corruption and promote good governance while maintaining its core values of integrity, accountability, independence and commitment to transparency.

The Report is divided into eleven chapters which includes the Executive Summary and with the remaining ten chapters each, dealing with a specific aspect of the activities of GII during the period under review.

During the period, the most worrying trend observed was not the corruption per se perpetrated in society but the impunity with which corruption was carried out. Despite all the numerous laws and legislations put in place to fight corruption, the political will to enforce these laws and legislations was lacking. While committees of enquiry were established by the government to probe into various incidents of alleged corrupt practices in the public service, either the full reports were never published for public consumption or no actions taken on persons found to be culpable. The public most of the time had to rely on leaks put out by the media.

The government appears incapable of your unwilling in either preventing corruption or provide a solution where corruption occurs in government institutions and the political system. Wrong doers very often hide behind party political colours to escape punishment and are quietly left alone to enjoy their ill-gotten gains. They are either told to "step aside" or moved to new positions. Every week brings in new and worse corruption practices and revelations. The media and well-meaning citizens jump onto it only to push the old ones into virtual archives of forgetfulness once another corruption case surfaces.

However, there is a silver lining. The impunity which corruption is practiced in both public and private life has awakened the conscious of many individuals and entities to come on board to join the fight against corruption. Corruption is discussed daily in the media and in various forums all in the attempt to educate the public to seek for accountability and transparency from the government and public officials. GII recognized the efforts of all these various individuals and entities as worthy partners in the fight against corruption.

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GII reached out to the public using different approaches to sensitize the public either on its own or in collaboration with other entities with similar vision. GII recognizes that the fight against corruption is not going to be easy. However a journey of thousand miles starts with

the first step and GII has already taking more than one step. In doing so, GII wishes to thank its development partners and funders for their generous and continuous support. GII shall continue to remain accountable and transparent for all the funds placed at its disposal by development partners and funders.

It is the hope of the Board, Management and staff of GII that the public will find the Report educative and informative and spur them on to join in the fight against corruption which is impeding the growth and development of the country.

………………………
M. A. K. Gyasi
Board Chair

MESSAGE FROM THE EXECUTIVE DIRECTOR

I wish to start by commending the GII Board for its contribution towards the achievement of the goal and objectives of the organisation during the year. The Board held its quarterly meetings and took decisions aimed at promoting the objectives of the organisation and motivating employees to carry out their duties. Some board members also attended some of the programmes organised by GII.

Most important of all, I wish to commend the staff for their active roles in the implementation of the programmes of the organisation aimed at achieving its goals and objectives. The performance of the staff during the year was very impressive. It is the wish of the Management that all the employees shall continue their impressive performance and indeed improve upon it during the coming year.

A new phenomenon in the anti-corruption crusade is the appearance of many individuals and organisations in recent times all geared towards the fight against corruption using different strategies and methods. GII considers this a healthy sign and considers these new entrants as partners in the collaboration in the fight against corruption so long as their vision and practices are in tune with those of GII.

The establishment of more anti-corruption Civil Society Organisations is a demonstration of the success of GII and other anti-corruption agencies' efforts at creating awareness about corruption and its negative effects on society and the country at large and the realisation of the impunity with which individuals and organisations are perpetrating corruption in the Ghanaian society. GII will continue to stretch its hands and open its arms widely to accept these potential partners in the fight against corruption.

On behalf of the Management of GII, I wish to express our gratitude to our main funders, MISEREOR, STAR-Ghana, USAID, UNDP and DANIDA for the continued support GII has received from them over the years and in 2014. In particular, GII is excited about DANIDA's core funding to it for the next four years. I wish to assure these funders that GII will not only ensure that it will continue to abide by the regulations guiding their support but also use the funds efficiently, effectively and according to approved budgets.

I also wish to express GII's sincere gratitude to its long time partners, that is, the National Commission for Civic Education (NCCE), the Commission for Human Rights and Administrative Justice (CHRAJ), the Audit Service, Ghana Anti-Corruption Coalition, SEND-Ghana, Center for Democratic Development (CDD-Ghana), Commonwealth Human Rights Initiative (CHRI), Christian Aid- Ghana, Institute of Democratic Governance and many more.

GII could not have had a successful year without the support of its funders and the collaboration of its partners. We look forward to a more fruitful working relationship in 2015.

GII is grateful to all of its supporters and partners and will continue to work hard to ensure it is in the best position possible to lead the fight against corruption in Ghana to the benefit of all Ghanaians in the years to come.

Vitus Adaboo Azeem
Executive Director

CHAPTER ONE

EXECUTIVE SUMMARY

This report covers the activities of GII during the year 2014. The activities carried out by GII during that period could be grouped under the following:

- Research,
- Public education and capacity building,
- Advocacy,
- Cultivation of anti-corruption behaviour in everyday lives, and
- Promoting enforcement of laws and standards

Research

Over the years, the Ghana Integrity Initiative (GII) has undertaken a number of research activities and published research materials to inform its anti-corruption and advocacy activities in Ghana. During the period under review, GII conducted the Women and Corruption Survey, carried out a Resource Tracking Exercise in the Health Sector with specific focus on the National Health Insurance Scheme (NHIS) and assessed Open Governance in Ghana using a Scorecard.

Public Education and Capacity Building

As part of activities aimed at reducing the tolerance and patronage of corrupt practices, GII continued to engage and sensitise citizens on the need to demand transparency, accountability and responsiveness from their duty bearers. In furtherance of this, GII continued to empower its citizens' monitoring groups known as the Social Auditing Clubs (SACS) as well as its Community Based Monitoring and Evaluation Teams (CoBMETs) to build a strong civic movement against corrupt practices in Ghana. In addition to these, GII organised workshops to build the capacity of identifiable groups of persons on taxation and on the NHIS to improve their productivity and access to quality healthcare. Additionally, three editions of the quarterly newsletter, the GII Alert, were published during the year.

Advocacy

GII worked with communities local civil society organisations and community based organisations and other partners to increase awareness on its Advocacy and Legal Advice Centre (ALAC), Climate Change Finance and on Open Governance. This was to build a reporting attitude towards corruption and to also build working relationships with key stakeholders for effective collaboration in these areas. The ALAC continued to provide a platform for victims and witnesses of corruption to report corruption and seek redress.

Cultivating Anti –corruption Behaviour in Everyday Lives

GII with technical support from an expert produced an abridged version of the Auditor General's report for the years 2009 to 2011. In this regard, GII organised sensitisation programmes to sensitise the public and launched the report in three selected centres – Tamale in the Northern Region, Kumasi in the Ashanti Region and Cape Coast in the Central Region. As part of this objective, GII collaborated with the Internal Audit Agency to organise a capacity building workshop for all internal auditors in the Ministries, Departments and Agencies (MDAs) in Accra to promote behavioural change and to encourage them to build the anti-corruption behaviour and execute their anti-corruption mandate.

Promoting Enforcement of Laws and Standards

During the year, GII undertook activities to promote national integrity and good governance. These activities mainly comprised stakeholder engagements to discuss the proposed amendments on the Draft Conduct of Public Officers Bill for consideration by Parliament. GII also undertook activities towards helping the adoption and implementation of the National Anti-Corruption Action Plan (NACAP) through engagement, dialogue and sensitisation with identifiable key stakeholder groups.

CHAPTER ONE

INTRODUCTION OF THE GHANA INTEGRITY INITIATIVE

1 – 1   INTRODUCTION

This chapter provides some basic information about GII as an organisation and the people who work for it.

1 – 2   THE ORGANISATION

GII was established in May, 1999 but inaugurated in December, that year. It is registered under the Companies Act, 1963 (Act 179) as a company limited by guarantee. GII gained accreditation as an affiliate of Transparency International (TI) in the year 2005 and is, thus, the local chapter of Transparency International (TI), the global non-governmental organisation focused on the fight against corruption.

The Vision of GII is "To establish a corruption-free society where all people and institutions act accountably, transparently and with integrity".

The Mission of GII is "to fight corruption and promote good governance in the daily lives of people and institutions by forging strong, trusting and effective partnership with government, business and civil society and engagement with people".

THE **CORE VALUES** OF GII ARE:

- Integrity
- Accountability
- Independence
- Transparency
- Commitment

GII continued to entrench its position as a reputable anti-corruption organisation in Ghana in the year 2014. Still maintaining its non-partisan position, GII objectively administered its duties working in collaboration with both state and private sector agencies as well as other civil society institutions.

GII was very proactive in the media, intimating and raising insightful discourse on several topical issues bothering on corruption in both government and private entities. A monthly release of press statements was one strong tool used in achieving this feat. GII officials were also on hand to give media briefings and interviews whenever the need arose. GII also worked assiduously to consolidate grassroots participation in democracy and good governance. This was achieved by taking most of its capacity building programmes to the districts coupled with the formation of anti-corruption social auditing clubs.

1. 3. MEMBERSHIP

GII, as the Ghana chapter of Transparency International, is a value-based coalition of individuals and organisations that seek to maintain its status as a dedicated and respectable member of an international anti-corruption movement. Locally, GII, therefore, makes diligent effort to recruit members into its fold citizens from diverse geographical, religious and professional backgrounds who have a commitment to condemn and resist corruption and demonstrate transparency, integrity and accountability.

GII's membership is open to all who have common interest in the work of GII and TI and are committed to the promotion of transparency, integrity, accountability, good governance and human rights. As at the end of 2014, GII had thirty (30) members of various religious and professional backgrounds from across the country. In addition, few applications for membership were received during the year for consideration and approval by the GII Board.

While the first Annual Membership Meeting (AMM) was held in October 2010, that of the year 2014 was held in December of that year. The GII Secretariat kept in touch with the members in between AMMs with its publications and other relevant documents to update them on happenings at the Secretariat and the extensive work GII undertook during the period under consideration.

1.4   BOARD OF DIRECTORS

The Regulations of GII stipulate that the organisation shall have nine members to form the Board of Directors. However, during the year, a board member, Maulvi Wahab Adam, Ameer and Missionary-in-charge, Ahmadiyya Muslim Mission died. Earlier during the latter part of 2013, one board member, Prof. Gyimah – Boadi had resigned. Two new board members were, therefore, elected at the 2014 AMM, held in January 2015 to replace them. The new board members elected were Mr. Stephen Duodu and Mr. Adam E. Y. Gumah.

The Board members as at the end of 2014 were the following:

Mr. Moses Aristophanes Kwame Gyasi – (Chair)
Retired Senior Lecturer, School Of Business, University Of Ghana, Legon And Management Consultant

MADAM Augusta Sena Gabianu – (Vice Chair)
Retired Permanent Secretary, Ghana Civil Service

Professor Audrey Gadzekpo,
Professor in Communications and Journalism, School of Communications and Information Studies, University of Ghana, Legon

Most Rev. Charles Gabriel Palmer-Buckle
Metropolitan Archbishop of Accra, Catholic Church

Rev. Dr. Kojo Osei- Wusuh
Rector, Baptist University College Kumasi

Mr. Abdallah Ali- Nakyea
Director, WTS Ghana – Accountant, Economist, Lawyer And Tax Consultant
Stephen Duodu, Engineer, Energy Foundation

Mrs. Elsie Bunyan
Chartered Accountant

Adam E.Y. Gumah, Retired Civil servant; Farmer

1.5   STAFF OF THE GII SECRETARIAT

GII continued to work as a team to accomplish all project tasks successfully. With diverse capacities in project design, implementation, advocacy and research among others, staff worked diligently across the regions of the country. During the year under review, some staff also benefited from a number of capacity building programmes both home and abroad. Regular staff meetings, sometimes with the Board Chair in attendance, enhanced interaction and cordiality. Both administrative and external issues that pertained to GII were thoroughly discussed at these meetings.

GII staff as at December 31, 2014:

Vitus Adaboo Azeem
Executive Director

Mary Awelana Addah
Acting Programmes Manager

Benedict Doh
Senior Finance Officer

Seyram Agbemenya
Senior Programmes & Research Officer

Michael H. Okai
Project Coordinator – Climate Change Finance

Linus Atarah
Project Coordinator – Open Governance Project

Jacob Tetteh Ahuno
Programmes Officer

Jessica Lee
Volunteer Fundraising Coordinator

Eunice Gunu
Assistant Finance Officer

Elsie Addo
Assistant Programmes Officer

Tony Amakpah
Administrative Assistant

David Nawurah
Driver/ Utility Assistant

CHAPTER TWO

THE PROGRAMME FOCUS OF GHANA INTEGRITY INITIATIVE

2 – 1   INTRODUCTION

This chapter provides information on the activities undertaken by GII during the period under review.

2 – 2   THE MAJOR AREAS

The activities of GII covered five major areas namely research, public education and capacity building, advocacy, cultivating anti – corruption behaviour in the everyday lives of citizens and promoting the enforcement of laws and standards.

- **Research** – GII conducted detailed research to inform the development of interventions to effectively address the pertinent issues dealing with   corruption. They sought to foster a good understanding of the fundamental issues amongst its staff members, its partners and key stakeholders to ensure that relevant and key issues are targeted for intervention while providing evidence for these interventions.

- **Public education and capacity building** - GII worked with the citizenship to deepen public education and awareness about the negative effects of corruption on society and the country with the aim of building their capacities to join the fight against corruption and reduce the tolerance and patronising of corrupt behaviours.

- **Advocacy** – GII's advocacy programmes focused on the promotion of the passage of laws on transparency and accountability and the enforcement of those laws to ensure that persons holding public office as well as private citizens either in their private lives or while dealing with public office holders desist from corrupt behaviour, adopt a change of attitudes and behaviours.

- **Cultivating Anti–Corruption Behaviour in Everyday Lives -** GII worked with the public to cultivate anti-corruption behaviour in everyday lives by delivering programmes that drive behavioural change and attitudes towards corruption and corrupt behaviour.

- **PROMOTING Enforcement of Laws and Standards -** GII also worked with stakeholders to promote enforcement of laws and standards in Ghana through the monitoring and direct

engagement with government, leading to the establishment of current benchmarks to help track progress into the future.

2.3   GII SUSTAINABILITY PLAN

GII underwent an overall strategic overhauling process from January to December 2014. This strategic exercise was undertaken with support provided by the Strengthening Transparency, Accountability and Responsiveness in Ghana (STAR-Ghana). STAR-Ghana provided support from its "Sustainability Grants" to some of its CSO partners to institute measures aimed at and ensuring their financial sustainability. The programme was implemented by GII with keen support from STAR-Ghana's Critical Advisor, who provided technical support and input throughout the sustainability process.

As part of the sustainability programme, GII sought to ensure its organisational sustainability and effectiveness in attaining its objectives, by focusing on the organisation's overall strategic outlook and programme development.

The sustainability programme was very effective for GII as an organisation, and was undertaken at a very crucial time for the organisation, when a significant number of new staff had joined the organisation. The sustainability programme contributed to building the team spirit, organisational culture as well as the overall buy-in by all staff, board and members of GII into all the strategies developed to guide the organisation's programming and activities. By the end of the sustainability programme, GII had successfully developed a new five year strategic plan which makes provisions for financial sustainability, a communication and knowledge management document, a new website as well as signage to improve GII's visibility.

At the end of the sustainability programme which took place during 2014, the following were achieved:

- The 2015-2019 GII Strategic Plan;
- GII Communication and Knowledge Management Strategy;
- New ultramodern GII Website;
- The familiarisation of GII staff to Asana;
- The establishment of contacts for future GII-private sector partnership.

The GII website is also linked to that of Transparency International's anti-corruption platform www.transparency.org. Currently, GII has added Twitter to its social media presence and this is to engage and involve the youth in the fight against corruption.

CHAPTER THREE

RESEARCH

3 – 1   INTRODUCTION

This chapter provides information on the research activities undertaken by GII during the period under review. GII's advocacy interventions are informed by research and based on evidence. To achieve this, several studies were conducted in the reporting period, including the Global Corruption Barometer, 2013, the Women and Corruption Survey, Resource Tracking in the Health Sector with a focus on the National Health Insurance Scheme (NHIS) and the Open Governance Scorecard.

3 – 2   WOMEN AND CORRUPTION

Corruption has a tremendous effect on the entire fabric of society, impacting intensely on the most vulnerable and disadvantaged groups in society.   This informed research undertaken by GII in collaboration with Transparency International – Africa Department. The study focused on understanding women's perspectives on corruption as a follow-up to previous gender-mainstreamed programmes GII had undertaken as part of its anti-corruption interventions and activities. The objective of this study was to build evidence and knowledge around the effects of corruption on women and the role women play or could play in the fight against corruption.

The study used a purposive sampling approach as it sought to sample the views of women on the issues of corruption and their experiences with the canker. The total sample comprised 600 respondents made up of 500 women and 100 men selected from both rural and urban communities from six districts in three administrative regions. The 100 men served as a control group for the survey to see if their views and experiences with corruption are any different from those of women and whether men can more effectively become anti-corruption crusaders. However, the final number of respondents came to 618 in total due to the eagerness of some people to be interviewed. The selected districts were the Akatsi North and South Districts in the Volta Region, Savelugu/Nanton District in the Northern Region, Tain District in the Brong Ahafo Region, Dunkwa-On-Offin District in the Central Region and Sekondi/Takoradi Metropolitan Assembly in the Western region.

Results from the study indicated that there are a range of issues influencing the perspectives of the role and impact of corruption on women. First, there is a common assumption among both men and women that women are less corruptible than men and a perception that there would be less corruption if more women were given positions of influence and leadership in public life. The study found that there is no significant difference between how men and women understand corruption and the acts they identify as constituting corrupt behaviour. Women are less likely to offer bribes than men. It also showed that women suffer

sexual extortion in lieu of bribes. Although both men and women offer bribes to cut through red tape or quicken services, women are more likely to do so to get ahead in life, for example, to get a job, promotion or good grades in school. The majority of women respondents asked for structures to be put in place to facilitate activism, provide more legal education on anti-corruption and better reporting mechanisms in order to diminish the level of corruption in Ghana.

3 – 3.   RESOURCE TRACKING IN THE HEALTH SECTOR WITH A FOCUS ON THE NATIONAL HEALTH INSURANCE SCHEME (NHIS)

Ghana Integrity Initiative (GII), with support from STAR-Ghana and UNDP, implemented a health project titled "Increasing Participation, Accountability, Responsiveness and Transparency (PART): A Focus on the National Health Insurance Scheme (NHIS) and other MDG-related Interventions in Ghana", between 2012 and 2014. As part of the project, GII undertook a study with the objective of assessing the flow of financial resources from the National Health Insurance Authority (NHIA) to healthcare providers and also to examine the mix of health professionals in deprived communities in line with current human resource policies for the health sector.

The study covered health facilities from ten districts across five regions (Upper East, Brong Ahafo, Eastern, Volta and Central). In each region, two (2) districts were selected. In each of the ten sampled districts, two communities and their respective Community-based Health Planning and Services (CHPS) zones and health centres were selected for the study. All districts were selected purposively – based on location disadvantage and poverty levels. The communities were selected because they had a health facility and a high enrolment in the NHIS. The same purposeful sampling was used to select staff from the regional health directorates and NHIS offices: district health directorates and NHIS offices and health professionals providing care in health centres and CHPS compounds of the selected districts.

From the study it was established that the flow of funds for administrative support were irregular even when all necessary requirements had been met according to the district and regional managers. Also health care providers experienced unacceptably long delays before they were paid for services provided to NHIS subscribers. Concerning the Ghana Health Service (**GHS**) the study found out that, the administrative and monitoring activities by GHS from national headquarters to district levels are largely financed by project funds and internally generated funds.

The study made some key recommendation including the following:

- The NHIA should be restructured to incorporate the regional and district offices into active middle management in the discharge of their duties. Some of the responsibilities should be decentralized to give the regional and district managers some authority over administrative control. Regional and district officers should be given the authority to institute sanctions against staff as part of efficient management of the scheme.

- Administrative support funds should come with clearly defined expectations, stating how funds should be spent and reported in order to enhance monitoring.

- Healthcare providers should organise adequate training for their claim processing managers to minimize errors.

- With regards to NHIS reimbursements, there should be transparency in respect of the amount of claims submitted, the amount of claims rejected and the total amount transferred into health facilities' accounts. Transparency in the flow of funds will help reduce wasteful spending.

- In the distribution of health professionals based on the current policy directive, other factors such as population and demography should be considered.

3 – 4. OPEN GOVERNANCE SCORECARD

The Scorecard assessment is a measure to determine the performance of the government on a set of criteria on open Governance Standards, i.e., transparency, accountability, participation, and oversight. The standards are amply discussed. They are broadly accepted as measures of good practices anchoring the citizens rights to know and participate in decision making processes as well as effective oversight over public expenditures and open governance.

The indicators are necessary conditions for achieving the desired good practices of, and warranting, open governance, in three pillars: transparency, participation and oversight and control.

The scorecard assessment was conducted in two parts. The first part, which was carried out in March 2014, consists of investigating whether the existing legal framework meets the necessary conditions for open governance. This is known as the "In-Law Assessment", i.e., what the laws say about open governance. The second part is known as the "In-Practice Assessment", which refers to the actual aggregate performance of the various institutions with regard to open governance, assessing what actually happens in practice.

CHAPTER FOUR

PUBLIC EDUCATION AND CAPACITY BUILDING

4.1   INTRODUCTION

This chapter provides information on public education and capacity building activities undertaken by GII during the period under review. Over the years, Ghana Integrity Initiative (GII) has focused on the creation of national integrity systems through the empowerment of citizens to participate actively in governance. GII also increased its anti-corruption advocacy on various platforms, through constant engagement with key national level and CSOs partners aimed at achieving the vision of ensuring a corruption-free society where all people and institutions act accountably, transparently and with integrity.

GII did this by engaging with citizens to give them the know-how to pro-actively engage with public institutions and the private sector for effective and efficient service delivery. GII seeks to transfer skills to the Ghanaian citizenry and civil society to identify and organise itself around issues of corruption, speak out against the canker and take action to hold duty bearers accountable. Through the Advocacy and Legal Advice Centres (ALAC), Social Auditing Clubs (SACs), Community Based Monitoring and Evaluation Teams (CoBMETs) and other projects, GII sought to build a strong civic movement that challenges corrupt practices during the past years and 2014.

A group picture of the Tain and the GII official

4.2   CITIZENS ENGAGEMENT AND LOCAL GOVERNANCE

Since 2004, GII has received funding from MISEREOR; the German Catholic Bishops Development Agency to support its project entitled "Further Support for GII's Anti-Corruption and Good Governance Programmes in Ghana". In June 2012, MISEREOR approved a proposal for the renewal of their support to GII to take effect from July 1, 2012 and to last until June 30, 2015. The current project covers the formation and support of anti–corruption clubs - Social Auditing Clubs and Community-based Monitoring Teams - to monitor community projects and education delivery and projects aimed at promoting transparency and accountability in schools and to publish the *GII Alert* to highlight anti–corruption issues in Ghana and across the globe.

As part of initiatives to achieve the purpose for the funding, GII has since 2010 facilitated the establishment of 13 Social Auditing Clubs (SACs) in 13 districts to monitor projects and service delivery in the various communities as a way of ensuring that beneficiaries of GII's public education workshops utilised the knowledge and skills they acquired from the training to hold duty bearers accountable for their decisions and actions and generally for quality service delivery.

An uncompleted building that has been re-awarded due to pressure from SAC in Atebubu

Members of the SACs undertake monitoring exercises by visiting project sites and checking on the quality of on-going projects and drawing the attention of contractors or the authorities on any gaps. They usually do this with technical support from the National Commission for Civic Education (NCCE) which is the key national partner on the SACs programme. The GII SACs have among other feats made remarkable headway in their quest to ensure quality and timely project execution. More people are also becoming aware of the existence and significance of the clubs thereby pledging their support to ensure the effectiveness of the activities of SACs.

GII also undertakes regular visits to the SACs to obtain first–hand information on their follow-up activities to help address any challenges they face and solicit for continuous support of the Metropolitan, Municipal and District Assemblies (MMDAs), the National Commission for Civic Education (NCCE) and other stakeholders in the community to collaborate with the SACs.

Under the same MISEREOR project, GII implements an education programme aimed at 'Promoting Transparency and Accountability in School Management'. The programme seeks to sensitise other stakeholders to play their roles more efficiently and effectively so as to improve upon access and quality of basic education in selected assemblies. Under the project, GII has continuously facilitated the establishment of CoBMETs mainly made up of parents from the School Management Committees **(SMCs)** and Parents Teachers Associations **(PTAs)** and other stakeholders in education to enhance communities' role in the running of the schools. By the close of 2014, 50 schools in seven districts have been involved in the process and there are at least two CoBMETs in each of these districts.

SAC Executives in discussions with District officials

4.3   GII ALERT – QUARTERLY NEWSLETTER

GII published three of its four quarterly newsletters, the *GII Alert* in the year under review. The widely distributed newsletter is an awareness raising and learning tool and provides research material for the public, most especially students and institutions interested in the fight against corruption and promoting good governance. The simple and user friendly newsletter highlights GII's activities over the year, pertinent corruption issues in and around the globe as well as challenges and prospects in the anti-corruption arena. A number of people especially students, private researchers and interested organisations also continued to patronise the newsletters for their research or project work. Soft copies of all editions of the GII Alert Newsletter are also available on GII's website (www.tighana.org).

Below are some extracts from the three editions;

Stories in *Issue 37* highlighted regular visits by GII's monitoring and evaluation Team and separate visits by officials of MISEREOR and HIVOS, to Social Auditing Clubs, the prevalence of judgment debt issues in Ghana as well as excerpts of anti-corruption issues across the globe. To whip up the interest of readers, the GII Alert also had excerpts of an investigation by the ace investigative journalist, Anas Aremeyaw Anas, on the Driver and Vehicle Licensing Authority (DVLA) state institution that issues licences and permits to drivers and vehicle owners in Ghana. The investigation revealed that there were several corrupt practices by officials of the DVLA and middlemen known as "guru boys", which was robbing the nation of huge incomes as well as citizens of their money.

Issue 38 centred on GII's democratic governance initiative, how important it is to scrutinise Climate Change Finance and Governance, the need for open governance and training workshops organised by GII in collaboration with the Institute of Democratic Governance (IDEG) and Christian Aid to train local government officials, young entrepreneurs and women in the informal sector on taxation and basic book keeping, among others. Activities of the quarter centred mainly on capacity building for citizens to assist in the fight against corruption.

Issue 39 covered GII's new project on Climate Change Finance and Governance (REDD+ IN Africa), the emergence of corruption with specific reference to the DVLA, the prevalent situation of small scale mining popularly known as "galamsey" in Ghana and their negative effects on our environment and GII's strategic planning meeting to develop a five year strategic plan for **GII. The c**over page extracts are shown below.

4 – 4   CAPACITY BUILDING

GII, in collaboration with Christian Aid and IDEG initiated a project in 2011 called the Local Employment and Resource Mobilisation (LEARN) project but which ended successfully in 2014. The implementation of the LEARN project which has been implemented since 2011, continued to strengthen the capacity of citizens to engage with duty bearers and improve local governance in 2014. A series of a 2-day tax sensitisation and citizens' engagement workshops were organised in five zones across the 18 intervention districts for 80 officials of the MMDAs, tax officials, traditional authorities and 85 other participants drawn from the 18 GIFNets and the media. The workshops were facilitated by experts from civil society and the Ghana Revenue Authority (GRA) who also provided the participants the platform to share practical experiences on the successes and challenges of local development planning processes and strategies for purposeful collaboration for improved revenue mobilization.

In 2014, there was also an end of year review of the project to assess the challenges and successes chalked so far. This was to ensure that all project activities were implemented successfully. Also, the Project Implementation Committee (PIC) for the project successfully held their last meeting for the year while the heads of institutions for GII, IDEG and Christian Aid held their Project Steering Committee meetings for the year. The meetings were geared towards ensuring that all aspects of the project were successfully implemented according to plan and bringing the project to a successful end.

4 – 5   CITIZENS ENGAGEMENT ON HEALTH

The introduction of the National Health Insurance Scheme (NHIS) in Ghana was necessitated by the failings of the cash-and-carry system. However, after the introduction of the NHIS in 2003, challenges associated with its implementation necessitated a review of the delivery of services under the scheme which in 2012 resulted in the enactment of the NHIS Act 850. Specifically, the revised policy sought to achieve "improved access to quality health care delivery under NHIS and other health care interventions as well as improved transparency and accountability in the management of NHIS".

To help achieve the objective of this pro-poor social policy, Ghana Integrity Initiative (GII) undertook a two-year health project titled 'Increasing Participation, Accountability, Responsiveness and Transparency (PART): A Focus on the National Health Insurance Scheme (NHIS) and other MDG-related interventions in the health sector in Ghana'. The overall expected outcome of the project is to achieve improved transparency and accountability in the flow and utilisation of NHIS financial resources leading to improved health service delivery in selected deprived districts by December 2014. The original project was focused on the three regions and was financially supported by STAR-Ghana, a multi-donor agency in Ghana that provides funding to support CSOs in Ghana. In 2013, GII received further support from UNDP under a one year social accountability project with similar objectives. This resulted in the increase of the project coverage to six of Ghana's ten administrative regions, namely the Central, Volta, Eastern, Brong Ahafo, Upper East and Western regions.

Under this project, GII employed the social accountability methodology – the Community Scorecard (CSC) - to get citizens and other stakeholders' feedback on the access and quality of health care delivery. The CSC is a two-way, continuous participatory tool for the assessment, planning, monitoring and evaluation of services.

For this project, within THE targeted catchment areas and communities, the CSC process brought together the demand side ('service users' or 'clients') and the supply side ('service providers') of the NHIS to jointly analyse issues associated with service delivery and to find a common and shared way of addressing those issues. An interface meeting between service providers and service users allowed for immediate feedback on challenges and solutions identified by both groups. This methodology aimed at increasing participation, accountability and transparency amongst service users, providers and decision-makers. The main goal was to positively influence the quality, efficiency and accountability with which services are provided under the NHIS and other health care service providers.

Based on the information collected at the validation workshops, it is clear that the CSC process resulted in significant improvements in community members' experience of health care and health service delivery across all project communities. Although there were many more success stories, we outline below some

examples of significant changes experienced by community members and relayed to GII staff during the validation workshops.

- NHIS clients in the community of Akorabo in the Suhum Municipal District of the Eastern Region indicated that following the original CSC meeting, nurses' quarters were built for their Community Health Centre medical staff to ensure their availability to offer treatment or advice on a regular basis. They also noted that this has led to the availability of healthcare and advice after office hours and has considerably diminished the need for referrals to other facilities at certain times.

- Also, in most of the selected districts, community members pointed out that due to the sensitisation programmes, the people are more informed and always endeavour to renew their cards when they expire.

- For community members in Kintampo and Tano South, their main problem was the delay in the issuing of cards for new registrants. They however stated that this had reduced drastically as compared to the past when new registrants had to wait for over a year before they received their cards and started benefiting from their membership of the Scheme.

- Other successes recorded after the process are; ability of community members to freely express themselves, increase in the registration for the NHIS, improved service delivery and intense public education on the NHIS, among others.

CHAPTER FIVE

ADVOCACY

5 – 1   INTRODUCTION

This chapter provides information on advocacy activities undertaken by GII during the period under review.

5 – 2.   ADVOCACY AND LEGAL ADVICE CENTRE (ALAC)

Over the years, GII has continued to promote awareness on the negative effects of corruption as well as advocate behavioural change and create awareness on strong citizens' reporting mechanisms in all its activities. However, the mechanisms available for citizens to report corruption are limited and often inaccessible despite the existence of legal and institutional frameworks for reporting corruption in the country in an attempt to resolve this problem, in 2008, GII secured funding from the British Department for International Development through Transparency International Secretariat (DFID) alongside other TI chapters in Europe and Africa to set up the Advocacy and Legal Advice Centre (ALAC). The ALAC was set up to receive complaints and reports of corruption from victims and witnesses of corruption and assist them seek redress. The ALAC was formally launched in 2009 and operated until September, 2013 when the funding was exhausted.

In 2014, GII secured further funding support from the Open Society Initiative for West Africa (OSIWA) to revive the ALAC and to continue to receive reports from victims and witnesses of corruption. The ALAC seeks to inform and empower citizens, and then translate citizens' concerns into structural changes for better local and national governance. The ALAC which is an on-going simple, safe and effective mechanism has a Vodafone toll free line (**0800 100 25**) through which citizens can report corruption although reports can also be sent through the post or courier, email and ordinary phone calls or even walk-ins.

In October 2014, following the revival, GII appointed a Project Coordinator and a part-time lawyer to manage the ALAC and handle complaints. Of the five complaints received in the latter part of the year, three were resolved at the end of the year.

The ALAC continued to face the same challenges that the first phase faced. These included the reluctance of some state institutions to act on complaints and/or provide feedback to the complainants, an act that reduces public confidence in the ALAC. GII will continue to hold discussions with some of these institutions to secure their cooperation. The inability of the ALAC to reach out to citizens outside the national capital and the inability of the poor and marginalised in society to access the services of the

ALAC also remain a serious challenge. This will partially be addressed by the new USAID-funded project, the Accountable Democratic Institutions and Systems Strengthening (ADISS) through citizens' engagement project, which will enable the ALAC to set up desks at the SEND-Ghana offices in Tamale and Wa in the Northern and Upper West regions, respectively.

5 – 3   CLIMATE CHANGE FINANCE INTEGRITY

Transparency International (TI) has been working on climate finance since the launch of the Global Corruption Report on Climate Change in 2011 (and before that on Forestry issues). In 2014, GII started a project termed "The Climate Finance Integrity for Africa" project, which sought to safeguard climate money against abuse, waste and mismanagement by demanding maximum transparency, accountability and integrity at all levels. This was made possible when TI received funding from the European Commission to implement a three-year project in seven countries in Africa, including Cameroon, Ghana, Zambia, and Zimbabwe. Outreach activities are also planned around the Congo Basin in Congo, Central Africa Republic, and Democratic Republic of Congo. As the local chapter of TI in Ghana, Ghana Integrity Initiative (GII) received part of the overall funding to implement the REDD+ Governance and Finance Integrity for Africa Project in Ghana (REDD+ IN) in Ghana. The project has the overall objective of improving anti-corruption policy and practice in REDD+ finance and governance.

The REDD+ IN "Kick-Off" meeting was held in Ghana from the 25th to 27th of February 2014. Representatives from TI Cameroon, TI Zambia, TI Zimbabwe, TI Kenya and Ghana Integrity Initiative, as well as from the EU Office and TI Secretariat met in Accra to discuss the implementation of the REDD+IN project. The meeting provided an opportunity for capacity needs assessment to enable project deliverables, including the development of a shared vision and understanding on the scope and desired impacts of the project. Issues on contracts and budgets were clearly clarified.

The REDD+ Governance and Finance Integrity for Africa project was launched officially at a Press Conference on 22nd of July, 2014 to inform the general public about the project in Ghana and also bring together identified stakeholders including media organisations, public sector actors, donors, CSOs/NGOs, private sector players and the academia to discuss work plans and set into motion the climate finance integrity talks in Ghana, thus, creating the opportunity for networking and dialogue amongst actors in the sector.

Formation of Multi-stakeholder Platforms and Sensitisation of the Forest Fringe Communities

Between the month of August and October, 2014 the Community Multi-Stakeholder Platform (CMSP) workshops on REDD+ Governance and Finance Integrity for Africa Project were held in four regions (Western, Central, Eastern and Ashanti regions). Five representatives each w*ere* selected to represent their communities and also serve as peer educators back in their communities.

In three regions, community sensitisations took place in five forest fringe communities each, while in the Western region benefited from 10 community sensitisations, leading to a total 25 forest fringe communities across the selected forest districts (Kakum, Asankrangwa, Enchi, Kade, Offinso) which benefited from these programmes. The establishment of a district level Multi Stakeholder Platform (MSP) provided the needed structure for spear heading monitoring of REDD+ Safeguards, dialogue, capacity building, advocacy and decision making on REDD+ issues and sustainable management of forest resources at the community and district levels.

During the meetings, stakeholders were trained in negotiation skills and how to hold duty bearers accountable in order to prevent and report corruption in the forest sector through the act of advocacy. The MSP built on the action learning strategies and other existing structures within the district such as traditional authorities, District Forest Forums (DFF), Community Forest Committees (CFCs), Community Biodiversity Advisory Groups (CBAGs), Community Resource Management Areas (CREMAs), local NGOs, and public hearings, etc. The platform membership,

therefore, comprised stakeholder representatives of affected communities, including traditional authorities, assembly or unit committee members, forest based enterprises, CBOs, and some departments and agencies in the MMDAs. The community sensitisation and the MSP took place in communities under the following Forest Service Divisions; Kakum, Asankrangwa, Kade, Enchi and Offinso forest districts.

Linking anti-corruption mechanism for REDD+ to ALAC

During both the community sensitisation and the capacity building workshops for the MSPs, an anti-corruption complaint mechanism for REDD+ through the

Advocacy and Legal Advice Centre (ALAC) was introduced by linking MSPs in affected communities in the Western, Central, Eastern and Ashanti regions with the district level platforms. Community members were also educated on the free services of GII's ALAC and the fact that it has a Vodafone toll free line – **0800 100 25** to receive complaints of corruption from victims and witnesses. As part of the sensitisation programmes, five FM radio programmes were held with officials of GII and the Forest Services Division in the same five districts to get a wider coverage, reaching out to over 100,000 people living in and around forest fringe communities.

Three informal partnerships have been developed with the Forestry Commission (FC), the Nature Conservation and Research Centre (NCRC) and the International Union for Conservation of Nature (IUCN) to build support for capacity building and consensus for policy reforms and advocacy. The REDD+ IN project plans to start a quarterly Climate Integrity Talks in Ghana in the last quarter of 2015 to openly discuss best practices for governance in climate finance decision-making, spending, reporting, monitoring and oversight. The talks aim to develop sound solutions and craft clear recommendations on how to minimize risks of corruption and fraud at the national level.

5 – 4. OPEN GOVERNANCE

Formal representative democracy is a goal that most countries strive to achieve with the exception of a few that have decidedly turned their backs on it. However, formal representative democracy needs to be fined-tuned continually to achieve a certain standard which provides optimal satisfaction to the people. For instance, for a democratic system to be stable, meet the needs of the people and inspire confidence in them, it is very important for the government to keep the people adequately informed of its actions, the decision-making process should be open and allow people to participate in it, and the government must act in a transparent manner and must be seen to be accountable to the people.

In pursuance of this, Transparency International initiated the Open Governance Project (OG-P) in 2013. The OG-P is being implemented by four national chapters of (TI-S) in Ghana, Indonesia, Peru and Ukraine. The Ghana Integrity Initiative (GII) is the implementing organisation of OG-P in Ghana.
The concept of Open Governance rests on four pillars: right to access information, participation, accountability, and transparency. These must be underpinned by a robust information and communication (ICT) infrastructure to advance open governance.

The project was formally launched successfully on May 16, 2014. Participation at the event included a wide range of civil society organisations and government agencies with the media in prominent attendance. The launching event was widely covered in the media and for the first time laced the issue of open governance in the public domain. The core objective of the OG-P is to secure basic rights for citizens and to secure for them a central role in policy-making. But above all adopting OG-P principles should lead to concrete improvements in people's material conditions such as improved healthcare, education,

civic infrastructure and overall improvement in the their quality of life. In a nutshell, the expected outcomes of **OG-P** are captured in the formula:

Box 1 - Changes to the *scorecard* architecture (continues)

It was also agreed that the tools section should not be a separate pillar, as most standards and indicators there related to one of the other pillars—mostly *transparency*. So we refocused the third pillar and subsumed 'tools' in the other three, which leaves us with three pillars:

Transparency	Participation	Control/Oversight
Acknowledgement of the right to participate		
+ Institutional architecture and policies		
+ Tools		

Accountability

= Open Governance

The Project Work Plan

Participants in citizen's engagement workshop in Berlin in May

A good number of key activities have been carried out during the period under review. An advocacy video for the project has been produced alongside brochures on open governance. The dissemination of all of these materials during public outreach programme is meant to raise awareness about open governance and to inspire them to demand the government to adapt open government standards. The video was broadcast twice in January, 2014, by one of the television channels for the entire domestic television viewers.

Scorecard Assessment

Prior to launch of the OG Project in Ghana, GII and Transparency International conducted an assessment of the legal framework of open governance in the country in order to gauge the extent to which it conformed to standards of open governance. The assessment was carried out through a detailed analysis of Ghana's Constitution and legal framework, and the conditions they create for the legal and institutional support for baseline conditions of transparency, participation and accountability. The first assessment, called In-Law Scorecard assessment was followed by a second one, the In-Practice Scorecard assessment

which was to explore whether the existing laws operated in conformity to open governance standards in everyday practice. The results of both studies, the in-law and in-practice are illustrated in the charts below.

Graph 1: All indicators

Ghana- All Indicatos
% of indicators met, partially met, not met

	Transparency	Participation	Control & Oversight
% No	73.6	68.3	55.8
% Partially	11.4	10.9	13.2
% Yes	15.0	20.8	31.0
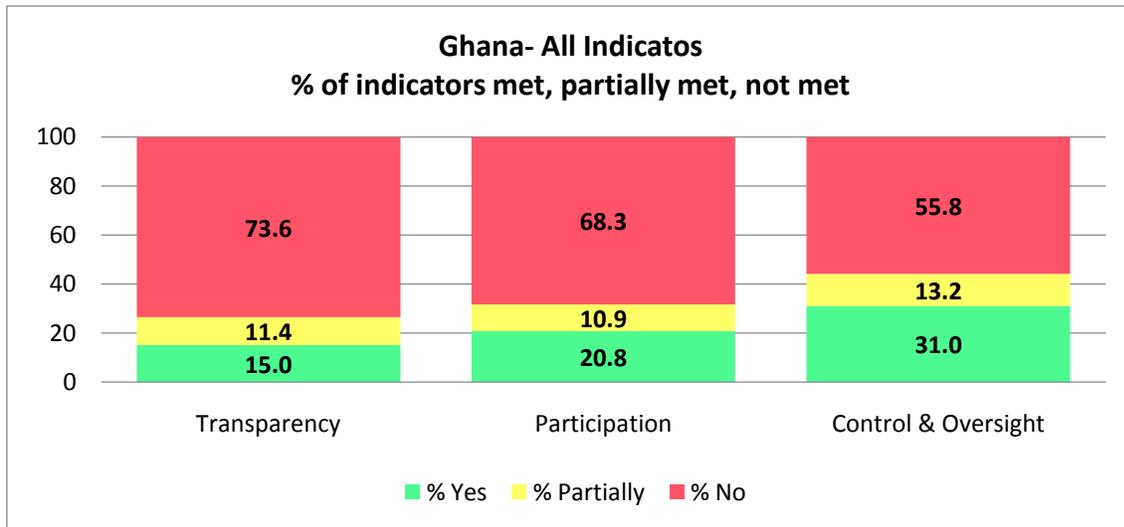
Graph 2: In-practice indicators

Ghana - In-Practice
% of indicators met, partially met, not met

	Transparency	Participation	Control & Oversight
% No	70.9	73.9	64.8
% Partially	11.9	1.4	5.5
% Yes	17.2	24.6	29.7

1.0

Ghana - In-Law
% of indicators met, partially met, not met

	Transparency	Participation	Control & Oversight
% No	79.7	56.3	34.2
% Partially	10.2	31.3	31.6
% Yes	10.2	12.5	34.2

Legend: ■ % Yes ■ % Partially ■ % No
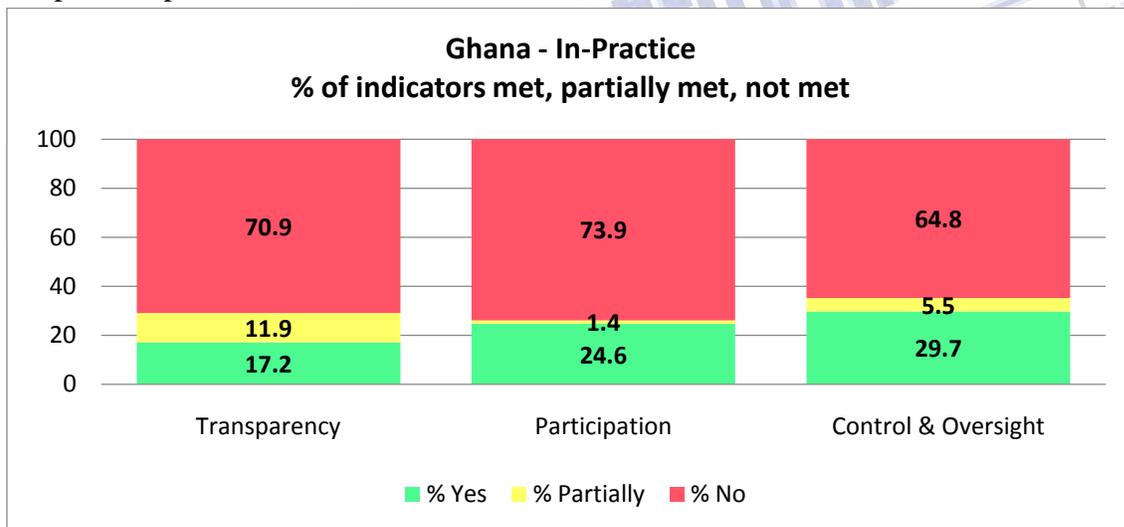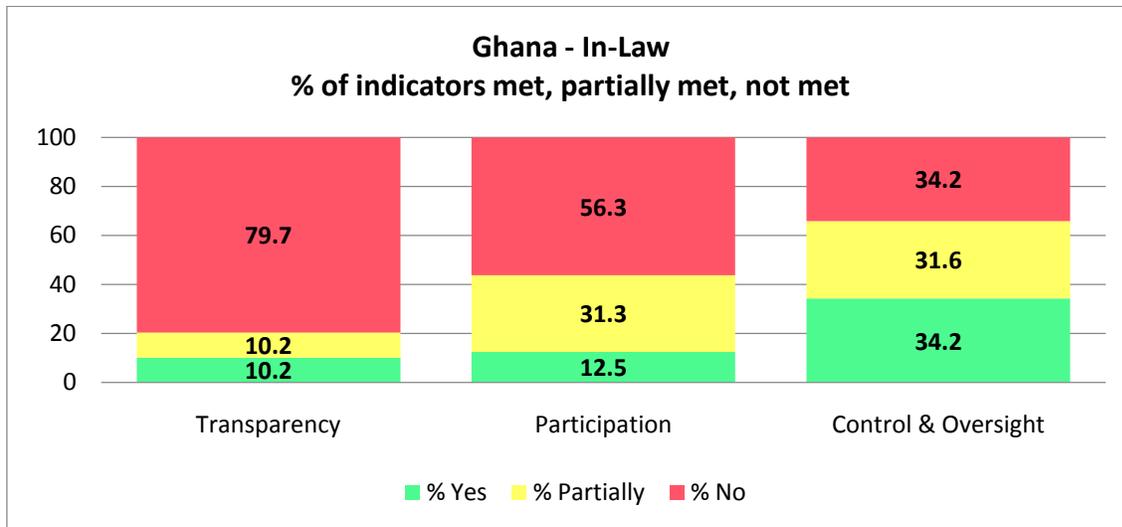
In October, 2014, GII jointly organised two two-day conferences with the Public Sector Reform Secretariat (PSRS), the government ministry responsible for implementing the global initiative, Open Government Partnership to which Ghana signed up as member in 2011. The government of Ghana is a member of the global OGP Initiative and it is conducting a consultative process around the country in order to come out with a second generation of OGP reforms as required by the OGP Initiative. The OGP initiative currently has a membership of over 60 countries and its objectives are very much in congruent with the OG-P of Transparency International, thus, the need to work together with the PSRS.

The two conferences, which were held in Koforidua, attracted significant media publicity and provided another chance for the public to learn more about open governance. The conferences were conveyed under two themes, one was *"The Role of Government and Civil Society in Advancing the Objectives of Open Government in Ghana* and the other on: *The Role of Civil Society in Sustaining Open Governance in Ghana.* The Ghana Integrity Initiative presented papers during both conferences.

Participants at the GII & PSRS workshop in Forest Hotel, Dodowa
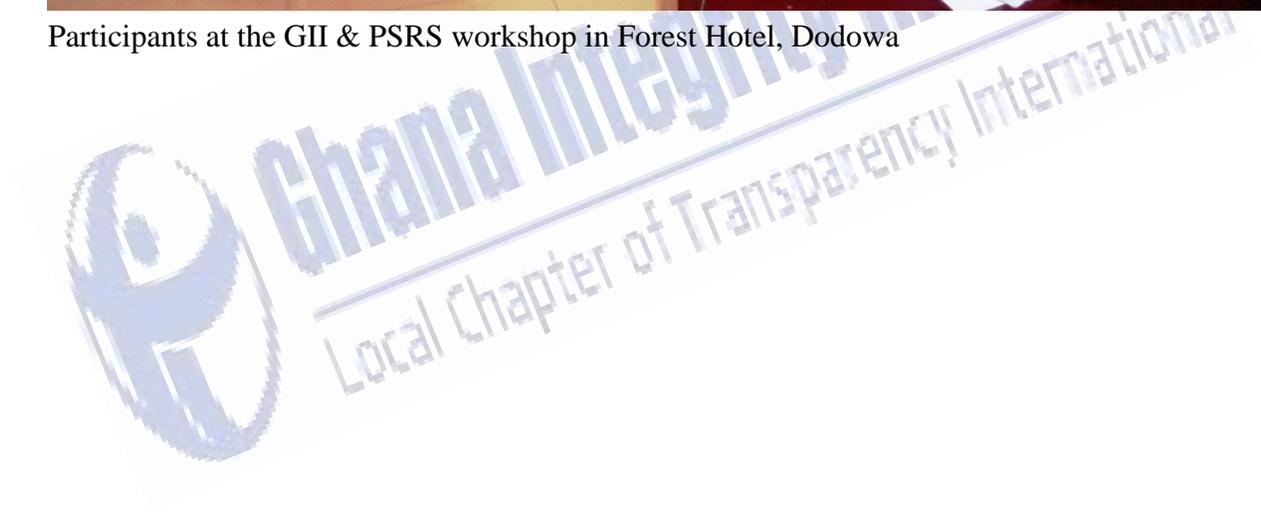
CHAPTER SIX

CULTIVATING ANTI - CORRUPTION AND PROMOTE BEHAVIOURAL CHANGE

6 – 1 INTRODUCTION

This chapter provides information on cultivating anti-corruption and promote behavioural change activities

6 – 2 TRANSPARENCY AND ACCOUNTABILITY

GII has implemented several activities specifically aimed at improving transparency, accountability and overall, good governance in Ghana. The UNDP supported one of such programmes, **"Consolidating Transparency and Accountability in Ghana"**. The project was informed by, and designed based on, the findings and recommendations identified by the Auditor General on the Public Accounts of Ghana between 2009 and 2011. The study dubbed **'Show Me the Money'** was contracted to an expert, the Hon. Albert Kan - Dapaah of Financial Accountability and Transparency in Africa (FAT – Africa), with expertise in accounting and vast knowledge working with the Public Accounts Committee (PAC) of Ghana's Parliament over the years, to examine the findings and recommendations of the Audit Service and determine whether the recommendations were acted upon and whether there were functioning Audit Report Implementation Committees in the five MDAs.

The main purpose of the project was to draw the attention of the general public to some of the findings of the Auditor General most of which have not been acted upon by the appropriate authorities, rendering the work of the Auditor General ineffective. The project, therefore, produced a report on the Auditor General's findings and recommendations, actions, if any, taken on these recommendations, and the existence of functioning Audit Reports Implementation Committees (ARICs) in five MDAs – Ministry of Justice and Attorney-General's Department, Ministry of Health, Ministry of Education, Ministry of Youth and Sports and Ministry of Finance and Economic Planning. GII then tried to engage with the PAC on their role in the implementation of the Auditor General's recommendations but this was not possible due to time constraints. However, GII provided capacity building and sensitisation for selected ARICs from MDAs in Accra, the Media and CSOs working on governance across the country, some MMDA officials at the regional level as well as the general public to begin to demand transparency and accountability from the government as well as demand action on the Audit reports.

Launch of the 'Show Me the Money' report in Accra

GII launched the 'Show Me the Money' report and created public awareness on some of the findings of the audit report most of which have not been acted upon since by the appropriate authorities. The launch saw

wide media coverage in the print media, online and electronic media. Participants at the ceremony were drawn from the five selected ministries, CSOs in governance and the media, among others.

GII embarked on a sensitisation workshop in three selected regions on the "Show Me the Money" report. For effective implementation, GII collaborated with SEND – Ghana in Tamale, SWEDEC in Kumasi and the Governance Issues Forums Networks (GIFNets) in Cape Coast to launch the report in these three cities. Overall, participants were drawn from about 18 districts across the country in the three selected regions to participate in the sensitisation workshops.

Capacity Building Workshop for Selected MDAs in Ghana

The final project activity for the period under review was the capacity building workshop for selected MDAs. Presentations at the workshop were centred on GII's work as an anti-corruption CSO and how GII can effectively collaborate with the MDAs to achieve better results. The presentations also focused on the roles and composition of the Public Accounts Committee of Parliament and the ARICs as well as the on-going work between the Internal Audit Agency and Auditor General. Participants for the workshop, who were mainly internal auditors and members of the ARICs from the selected MDAs, expressed their satisfaction as the workshop was both educative and thought provoking.
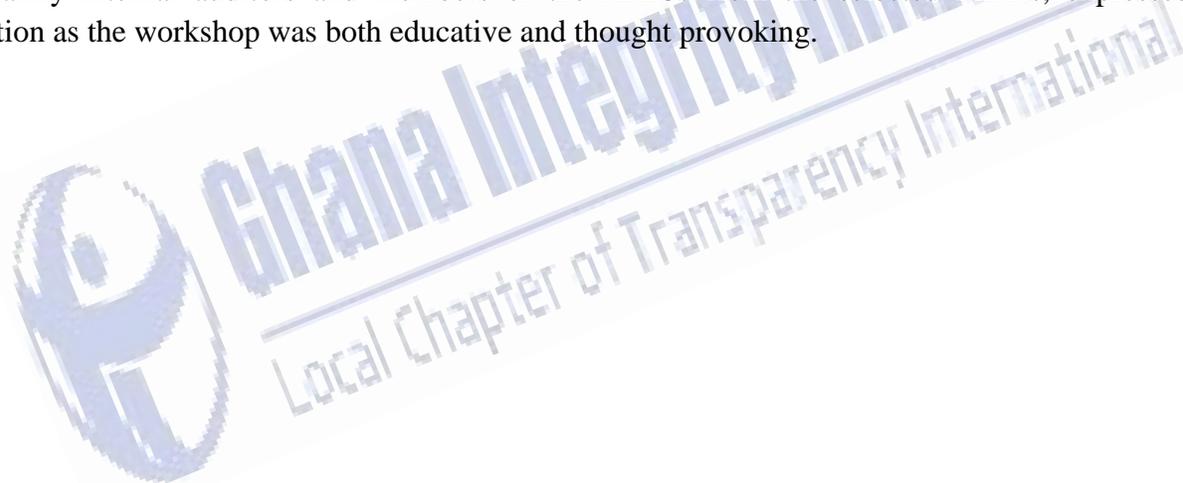
CHAPTER SEVEN

PROMOTING ENFORCEMENT OF LAWS AND STANDARDS

6 – 1   INTRODUCTION

This chapter provides information on activities aimed at promoting enforcement of laws and standards.

6 – 1   CORRUPTION PERCEPTIONS INDEX (CPI), 2014

The Corruption Perceptions Index ranks countries and territories based on how corrupt their public sector is perceived to be. A country or territory's score indicates the perceived level of public sector corruption on a scale of 0 (highly corrupt) to 100 (very clean). A country or territory's rank indicates its position relative to the other countries and territories in the index.

The 2014 CPI made use of eight data sources out of the 12 data sources to compute the index for Ghana. These sources that have assessed Ghana with regards to corruption, are the African Development Bank Governance Ratings 2013 (55), Bertelsmann Foundation Sustainable Governance Indicators 2014 (49), the Political Risk Services International Country Risk Guide 2014 (41), the World Bank - Country Policy and Institutional Assessment 2013 (58), the World Economic Forum Executive Opinion Survey (EOS) 2014 (37), the World Justice Project Rule of Law Index 2014 (37), Economist Intelligence Unit Country Risk Ratings 2014 (54) and the Global Insight Country Risk Ratings 2014 (52). The Ghana score is, therefore, an average of the scores from these data sources. The institutions are independent institutions with a high level of credibility and their assessments are considered credible.

Ghana recorded a score of 48 out of the 100 score and ranked 61 together with Croatia out of the 175 countries surveyed in the 2014 Corruptions Perceptions Index (CPI). Hnece there was a slight increase of score from 46 to 48 and an improvement in ranking from the previous years 63 to 61 in CPI 2014. Despite this improvement, Ghana still remained below the average score of 50 and dropped in the african ranking. Ghana dropped from 6 in 2013 to 8 position in 2014, hence indicating other countries are beginning to improve on their systems making them perform better. The Ghana Integrity Initiative believes that if proper measures are put in place to correct systemic corruption as well as stiffer sanction regimes are effectively implemented, Ghana would make strides in its ranking in future.

6 – 3 Democratic Governance Project (DGP)

As part of an effort to contribute to national integrity and good governance, GII undertook a project titled **"Evidence-Based Advocacy on the Implementation of the National Anti-Corruption Action Plan"**. The project which was implemented with funding support from STAR Ghana, run from January 2014 to December 2014 and focused on strengthening the implementation of the National Anti-Corruption Action Plan (NACAP), through engagement, dialogue and sensitisation of the key stakeholder groups identified under the NACAP.

The Democratic Governance Project (DGP) which was implemented largely in the Greater Accra Region also involved stakeholder engagement and sensitisation programmes in three other regions of the country, the northern, middle and southern belts. Implemented in the Upper West, Brong Ahafo and Volta regions, the Democratic Governance Project focused on engaging with local level Civil Society Organisations (CSOs), leaders of Faith Based Organisations (FBOs) and Traditional Leaders, key officials from the MDAs and representatives from all the MMDAs on local governance issues with emphasis on transparency, accountability and participation.

The **DGP** employed a stakeholder centred approach to strengthening the NACAP, by engaging with the various stakeholders to begin to rethink the need for implementing the NACAP. In spite of the short period of its implementation, the project was effective in responding to some of the key needs and gaps hindering the implementation of the NACAP and also provided a basis for the possible scaling up the project to cover a wider area, for maximum results for strengthening and implementing the NACAP nationally.

The adoption of the NACAP by Ghana's Parliament in July 2014 was a victory for the anti-corruption CSOs and state agencies, and paved the way for the implementation of GII's DGP. It provided the launching pad for the implementation of the other project activities aimed at sensitising stakeholders on implementing the NACAP.

Apart from the NACAP, GII also organised district level stakeholder engagement meetings and sensitisation programmes in six districts of the country on democratic governance practices and issues. The sensitisation programmes which were implemented in the Upper West, Brong Ahafo and Volta regions focused on engaging with faith-based organizations (FBOs), Traditional Leaders, CSOs as well as representatives from the MDAs and MMDAs where the programmes were implemented.

The district level sensitisation programmes also focused on the engagement and sensitisation of a wider general public through a series of media discussions carried out by GII through community radio stations. The programme activities in the six districts were implemented in partnership with CHRAJ and six GII local partners. The programmes were effective in sensitizing the general public on their roles in the fight against corruption as well as understanding the impact of corruption and the avenues available for reporting corruption, including GII's Advocacy and Legal Advice Centre (ALAC) and the CHRAJ.

Proposed Amendments on Draft Conduct of Public Officers Bill for Consideration by Parliament

The adoption of the NACAP paved the way for the development of concept documents for engagement with CSOs and governance institutions to review and make proposals to the draft Code of Conduct for Public Officers Bill. The concept for engagement with CSOs on the review of the Bill was circulated to all GII CSO partners and relevant Governance institutions, including media organisations. To collectively gather all CSO's inputs in the review of the draft Bill, GII organised a stakeholder engagement meeting on October 8, 2014 at the La Palm Royal Beach Hotel in Accra to solicit their inputs into the Bill.

The stakeholder engagement meeting culminated in the development of a communiqué which outlined proposals for the review of the draft Code of Conduct for Public Officers' Bill. The proposals collated were grouped into two main areas;

- Enshrining the value of transparency clearly in the Bill by eliminating the current confidentiality clause in the Bill which defeats the purpose of transparency and accountability.

- Ensure the Bill puts in place adequate measures to ensure public office holders are held accountable for their actions and the need to ensure that stringent punitive measures are imbedded in the Bill, ensuring sanctions in cases of default.

The Communiqué was finalised and agreed on by stakeholders at the meeting, who endorsed it to be forwarded to the attention of Parliament through the CHRAJ Commissioner. The communiqué was also further endorsed by other local level CSO partners who joined GII and other governance organisations to call for the review of the Bill.

CHAPTER EIGHT

GII FUNDRAISING

7 – 1   INTRODUCTION

This chapter provides information on GII's fundraising activities.

7 – 2   NEW SOURCES OF FUNDING

With the assistance of the Australian Youth Ambassador for Development, Jessica Lee of the Australian Agency for International Development (AUSAID), GII made unparalleled progress in its drive towards funding stability. Through the production of high-quality proposals, GII won significant grants for critical projects from USAID and OSIWA, amounting to over two million dollars. Following a successful joint proposal by GII, GACC and SEND-Ghana, the United States Agency for International Development (USAID) provided an amount of two million, one hundred and twenty four thousand, six hundred and seventy-two US Dollars ($2,124,672.00) to the GII Consortium to implement a new project known as "Accountable Democratic Institutions and Systems Strengthening through Citizen Engagement" (ADISS). The GII Consortium is led by GII with the other implementing partners being SEND-GHANA and Ghana Anti-corruption Coalition (GACC). The project covers a four-year period beginning from September 30, 2014.

The Open Society Initiative for West Africa (OSIWA) also provided an amount of one hundred US dollars to GII to reactivate its ALAC and establish more Social Auditing Clubs in selected districts to complement those set up with MISEREOR funding. GII will also be commencing a project on Land, Gender and Corruption in conjunction with the Transparency International Secretariat and other local chapters of Transparency International.

Following thorough negotiations with the Danish International Development Agency (DANIDA), GII also won core funding support from the next four three-years from DANIDA. The availability of core funds for GII is crucial to the evolution of the organisation into its mature years as a highly strategic NGO free from the obligation of chasing funds for projects that fall within its strategic plan. GII is very grateful to DANIDA for this valuable assistance and looks forward to a productive and fruitful partnership that will lead to tangible results in the fight against corruption in Ghana, as well as further funding stability for GII.

With the DANIDA core funding and the new programme funding from USAID and OSIWA, GII will rejuvenate and strengthen its vital, established anti-corruption interventions across the country, such as the Advocacy and Legal Advice Centers (ALACs) and Social Auditing Clubs (SACs). They will also introduce important innovations and scale-up advocacy work in order to propel the fight against corruption into its next stages.

With a view to ensuring efficiency in the use of fund and as cost reduction measures, GII has been working closely with its long standing ally, the Ghana Anti-Corruption Coalition (GACC), to better engage the private sector in the fight against corruption. It is hoped that this partnership will lead to improved coordination in the fight against corruption in the private sector, in line with the activities set out in the National Anti-Corruption Action Plan (NACAP), as well as opportunities for one-off and ongoing project partnerships with the private sector.

Finally, through a highly productive and visionary project with support from STAR-Ghana, GII was able to update its strategic plan in 2014 (Strategic Plan – 2019) and invest in a number of changes that will place it in prime position to move from strength to strength over the next five years. Among these changes were a new and improved website and communication and knowledge management plan, which promise to strengthen GII's public profile and further facilitate resource mobilization. GII will also hire a permanent Resource Mobilisation Officer in 2015 to carry on and intensify the work done in 2014 by Miss Jessica Lee.
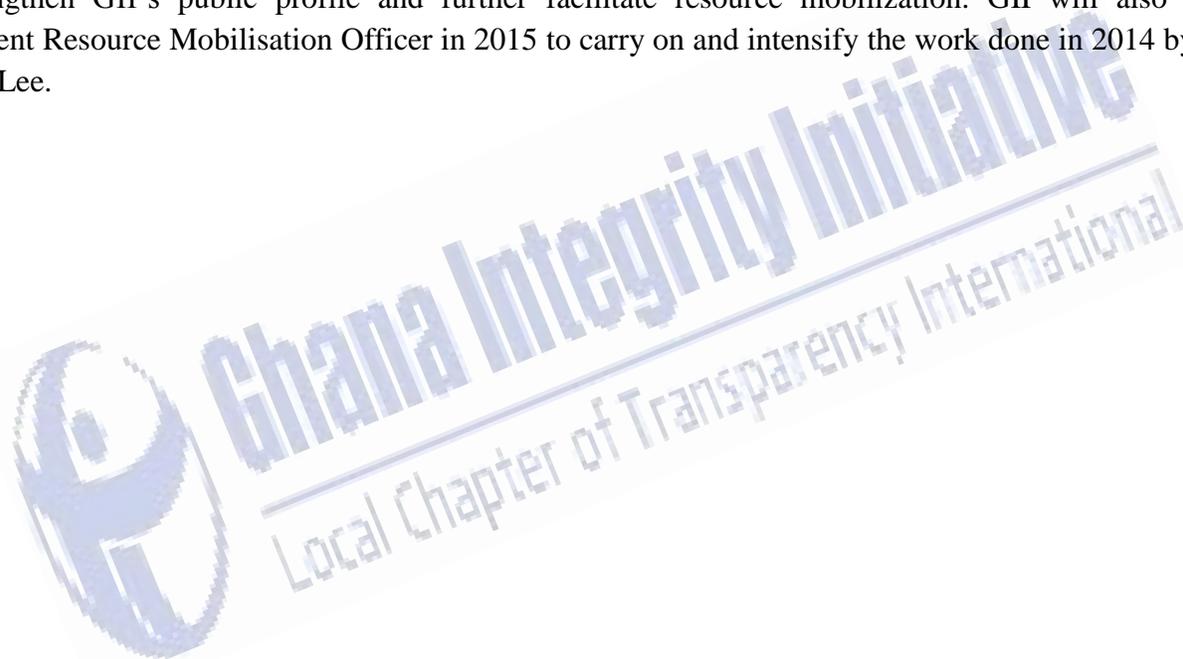
CHAPTER NINE

GII FINANCIAL REVIEW

8 – 1   INTRODUCTION

This chapter provides information on various sources from which funding was obtained within the year, a comparative analysis of the past two years and the year ahead.

8 – 2   MAIN SOURCES OF FUNDING

Towards the end of 2014, DANIDA agreed to support the operations of GII through core funding for the next four years. The signing of this agreement brought a great relief to the Board, Management and Staff of GII because GII will now have a consistent and a more reliable source of financing our operational activities and as a result we will have enough time to focus on the implementation of projects. This means that GII is in a firm financial position to continue with its programmes because its financial sustainability is guaranteed through this core funding at least for the next four years.

This great story of regaining core funding for GII was preceded by the signing of agreements with Transparency International (TI) in relation to REDD+ Governance and Finance Integrity for Africa project (REDD+ Project) and Open Society Initiative for West Africa (OSIWA Project) in the year under review.

The REDD+ project agreement signed with TI spans over three-year duration from January 1, 2014 to December 31, 2016. The OSIWA project agreement also is for a period of 15 months ending on December 31, 2015.

In addition to the above signed agreements, GII in 2013 entered into a collaboration with other two CSOs; namely GACC and SEND Ghana. The collaboration resulted into the formation of a Consortium called GII Consortium.

The main objective of this Consortium was to help marshal the expertise and resources of these three organisations together to enable us put a solid proposal together in order to win a call that was put out by USAID which was achieved and an agreement was signed with the USAID on the 30th September 2014. This agreement will provide funding for GII and the other members of the Consortium for the next four years.

The winning of this call was a great milestone in the life of GII because we were able to meet the very often rigorous requirements of USAID which essentially demonstrates the versatility of GII in meeting the requirements of different development partners.

In 2014, we also received grants in support of our Open Governance project which is solely funded by the Transparency International (TI). MISEREOR which is one of our main funders was also very consistent in the transfer of funds in support of its funded project. We also received funds from the UNDP and STAR-Ghana in relation to the projects we had with them.

It is worth noting at this point that our funding agreements with two of our main funders namely; STAR-Ghana and Christian Aid gradually drew to a close as the year 2014 ended. These happenings negatively impacted our performance but we hope to get new agreements signed with them soon.

8 – 3 COMPARATIVE ANALYSIS

Below is a graphical representation of our comparative financial performance over the last four years. Please note that it is only the 2012 and 2013 positions which are based on our audited financial reports. The 2014 and 2015 positions are based on our unaudited financial report and our budget forecast for the two years respectively.
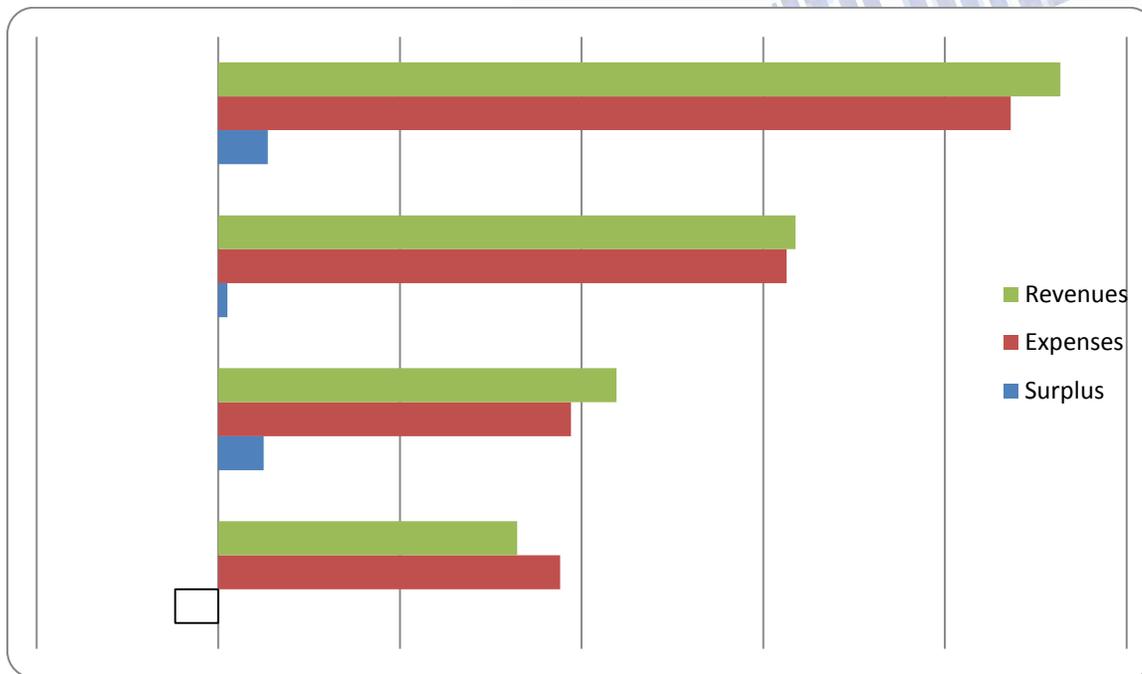
From the chart above, it is very evident that GIIs' financial capacity is growing geometrically and as a result concrete measures are been put in place to ensure efficient management of these resources. Some of these measures include upgrading of our accounting software and the revision of our Finance and Administration manual so as to be to accommodate this growth.

8 – 4   CONCLUSION

Despite the successes gained over the past year including the obtaining of core funding, we are not in any way complacent but rather we would continue to look for other sources of funding to sustain ongoing programmes, keep the office running and motivate staff to put in their best, especially as we take on more programmes.

CHAPTER TEN

GII PARTNERS

9 – 1   INTRODUCTION

This chapter provides information on various partners of GII.

9 – 2   LIST OF SOME OF GII PARTNERS

During the year under review, GII continued to work with a number of stakeholders in the execution of its programme/project activities. Notable among them were the following:

- The Ghana Anti-Corruption Coalition (GACC),
- Christian Aid, Ghana,
- Institute of Democratic Governance (IDEG),
- The Strengthening Transparency, Accountability and Responsiveness in Ghana (STAR-Ghana),
- The United Nations Development Programme(UNDP),
- The Commission for Human Rights and Administrative Justice (CHRAJ),
- The Ministry for Justice and Attorney-General's Department,
- The Audit Service and Auditor-General's Department,
- The Center for Democratic Development (CDD-Ghana),
- The National Commission for Civic Education (NCCE),
- The United States Agency for International Development (USAID),
- The Ghana Education Service (GES),
- Legal Resources Centre (LRC),
- The Media, among several others,
- Legal Aid Scheme,
- SEND- Ghana

CHAPTER ELEVEN

THE FUTURE OUTLOOK

11.1   INTRODUCTION

This chapter provides information on the future outlook.

11.2   PROJECTION FOR 2015

The Year 2015 looks promising with the approval by DANIDA to provide core funding to GII for the next four years, the programme and the support provided by the United States Agency for International Development to implement the Accountable Democratic Institutions and Systems Strengthening through Citizen Engagement (ADISS) project and the OSIWA support, though for a relatively short period. Fortunately, the OSIWA funding also covers the implementation of the ALAC project which has recorded keen interest during the year under review. GII also plans to work harder to secure additional funding to initiate new programmes from other partners and new funders.

11.3   CONCLUSION

GII as an anti-corruption entity has remained steadfast in its pursuit of the anti-corruption agenda. GII has done this and will continue to do so in collaboration with other stakeholders who embrace similar ideals and values. It is worth noting that the campaign against corruption, though not without its challenges, is notably gaining root as gradually accountability and transparency are becoming a household name while more and more anti-corruption CSOs are emerging and putting pressure on government to act to curb corruption. Many more citizens are beginning to appreciate the need to hold people, especially duty bearers, accountable for their stewardship. The tenet of democracy which is good governance is also a subject that is being hyped across several sectors of the country.

The media is also beginning to intensify discourse on issues of corruption which, GII believes**,** if sustained, will help the campaign against corruption to entrench itself. However, it is worth noting that the political polarisation in Ghana makes the fight against corruption an arduous task. This trend, if not curbed, will destroy the growth of our budding democracy. Many duty bearers are hiding under the umbrella of their political parties to perpetuate corrupt acts with others jumping to their rescue once they are exposed. Civil society organisations, including GII, are not spared either, as often people align them with one party or the other when they raise very sensitive issues on corruption.

GII will continue to affirm its unwavering bid to fight corruption as it continues to advocate on policy reforms, empower citizens to demand accountability and transparency, conduct extensive researches and share knowledge on corruption.

CHAPTER TWELVE

GII PROJECT ACTIVITIES IN PICTURES

11 – 1   INTRODUCTION

This chapter provides pictorial information on GII's activities during the year 2014.

Launch of Show me the Money Report, Sensitisation and Capacity Building workshop

LEARN Citizens' Engagement

Climate Change Finance Project (Formation of Multi-Stakeholder Platforms)

STAR – Ghana Health (Validation of CSC results)

Open Governance Project (Workshop on Open Government Partnership in collaboration with the Public Sector Reform Secretariat)

CONTACT INFORMATION

Corporate Office

Ghana Integrity Initiative,

H/No. 21 Abelenkpe Road, Abelenkpe

(Near the Abelenkpe Traffic Light on the 37 - Achimota Road)

Accra, Ghana

Contact Numbers

Tel: +233 (0) 302 760 884/782 364 – 5/ 0303 939 470

Fax: + 233 (0) 302 782 365

Email: info@tighana.org/ ghanaintegrity@yahoo.com

Website: www.tighana.org

Postal Address

P.M.B CT 317

Cantonments – Accra