ELECTORAL COMMISSION
GHANA

ELECTORAL COMMISSION GHANA STRATEGIC PLAN

GEARING FOR GREATNESS

2016 - 2020
Strategic Plan

for the people

CONTENTS

LIST OF ACRONYMS

AAEA   – Association of African Election Authorities

ABIS   – Automated Biometrics Identification System

ADR   – Alternative Dispute Resolution

AFIS   – Automated Fingerprint Identification System

CHRAJ   – Commission for Human Rights and Administrative Justice

CI   – Constitutional Instrument

CIDA   – Canadian International Development Agency

CODEO   – Coalition of Domestic Election Observers

CSO   – Civil Society Organisation

DANIDA   – Danish International Development Agency

DFID   – Department for International Development

EC   – Electoral Commission of Ghana

ECONEC   – ECOWAS Network of National Electoral Commissions

EMB   – Election Management Body or Bodies

ETI   – Electoral Training Institute

EU   – European Union

FAR   – False Acceptance Rate

FRR   – False Rejection Rate

GEF   – Ghana Economic Forum

GIS   – Geographical Information System

HQ   – Headquarters of the Electoral Commission of Ghana

HR   – Human Resource

ICT   – Information and Communication Technology

IGF   – Internally Generated Funds

IPAC   – Interparty Advisory Committee

IT   – Information Technology

KPIs   – Key Performance Indicators

M&E   – Monitoring and Evaluation

MIS   – Management Information System

MoU   – Memorandum of Understanding

NCCE   – National Commission for Civic Education

NMC   – National Media Commission

PMO   – Project Management Office

PVT   – Parallel Vote Tabulation

ROPAL   – Representation of the People Law

TAR   – True Acceptance Rate

TRR   – True Rejection Rate

UNDP   – United Nations Development Programme

USAID   – United States Agency for International Development

FOREWORD FROM THE CHAIRPERSON

The development of this strategic plan afforded the Commission an invaluable opportunity for introspection into our purpose, our mandate and our work.

This strategic plan was developed with the vision of creating a World Class, Trusted and Independent Electoral Commission. In order to achieve this, the entire organisational structure, technology and processes were reviewed in detail.

In the period defined by the strategic plan leading up to our 2020 vision, we expect to see a number of important developments and changes in how the Commission is structured, operated and resourced. These changes will benefit the Ghanaian voters and other stakeholders in the operation of our democracy, and will be the result of the focus and hard work of our organisation with the support of our partners.

Based on the research, internal and environment audit, risk analysis and consultative discussions held with numerous stakeholders, specific strategic objectives were identified as critical for the success of our vision and mission.

This plan outlines these objectives and specific performance measurement targets required to ensure its successful delivery.

It is envisioned that this strategy will act as our guide to the achievement of our objectives and will become a living, breathing document that the Commission will use on a continual basis to ensure we are on track to achieve our goals.

Further, it will require a fundamental paradigm shift within the Commission and will be predicated upon the massive development of our people, our processes and significant focus on technology. By leveraging technology, we expect to create an environment that is both efficient and effective. Our people will be empowered and developed to build a world class Electoral Commission. The people of Ghana are at the heart of our mandate. We will engage and communicate with clarity and transparency to ensure that all of our stakeholders are well informed and well educated on issues of our democracy.

The strategic plan, and our work, remains true to our guiding principle: "For the people".

Our gratitude to all key stakeholders who have contributed to the development of this plan. We will continue to count on your support for a successful implementation of this 5-year plan.

Charlotte Osei

5

ELECTORAL COMMISSION GHANA

EXECUTIVE SUMMARY

The primary objective of our strategic plan is to create a World Class, Trusted and Independent electoral body in Ghana.

A number of strategic objectives were identified as critical for the achievement of the vision, and 5 Key Pillars where identified as pivotal to the delivery of these objectives.

The pillars are: our mandate, our people, our resources, our processes and our brand.

This strategy outlines what needs to be done and how we are going to do it.

Specific performance measurement targets have been put in place to quantify our delivery and ensure we deliver our vision, our mission and our values.

THE CHALLENGE

During the current situational and environmental analysis, it was determined that there were a number of issues facing the Commission which affected the Commission's ability to efficiently deliver on its mandate and its vision to be WORLD CLASS, TRUSTED AND INDEPENDENT.

The 5 Pillars:

1. Our Mandate: Our focus must be on the organized and effective delivery of our Mandate as defined by the constitution and other laws.

2. People: Whilst the EC acknowledges strong loyalty amongst its staff, it has, over time with the limited resources available to it, not been able to significantly support and train staff members. Many, whilst demonstrating a readiness to deliver, lack sufficient training and skills to support the future requirements of the Commission.

3. Resources: In an organisation as geographically dispersed as the EC with both full time and part-time staff, there has, over time, been a defocus on resource optimisation. There is a need to efficiently use available resources and leverage synergies across partners and the whole Commission.

4. Processes: In order to move forward, the Commission will have to deploy significant technology to drive process automation and with it, resource optimisation.

5. Our Brand: Whilst the Commission Brand recognition is strong – it needs to be strengthened. Our ability to communicate effectively has been challenged by the lack of adequate resources and effective use of available resources.

ELECTORAL COMMISSION GHANA

THE SOLUTION

The desired outcome of this strategic plan will be to:

1. Ensure that our mandate is delivered and managed legally, transparently and fairly.

2. Ensure the Commission is legally and functionally independent.

3. Develop and maintain a relationship of trust and credibility with citizens, parties, state institutions and other stakeholders.

4. Ensure the Commission operates efficiently, effectively and to world class standards.

In order to deliver on these strategic objectives, **5 Strategic Pillars** have been identified against which a clear set of actions have been defined for the implementation of our strategic plan.
The Right People, Doing The Right things, At The Right Time using The Right Resources.

THE STRATEGIC PILLARS

Develop All Stakeholder Relationships

Define the EC brand proposition and create a clear and consistent communications framework which repositions the EC, across all stakeholders, as delivering trusted, independent elections.

Focus On Our Electoral Mandate

Ensure that quality infrastructure, logistics, facilities and strategic planning are implemented to deliver elections accepted by all.

Organizing Our Processes For Delivery

Transform the effectiveness and efficiency of the Commission through the deployment of world class technology solutions throughout the organisation, to support our internal and external processes.

Engage Our People

We will create an environment where our people will thrive and excel. We will build a culture of engagement throughout the Commission. We will do this through effective communication, career planning, capacity building and 360° performance management solutions.

Leveraging Our Resources

We will supplement our financial requirements by developing additional revenue streams. These streams will be related to the training and development of Election related services in Ghana and across the region. Through the effective use of technology and the optimisation of our processes, we will drive effective and efficient use of all our available resources.

DASHBOARD OF THE STRATEGIC PLAN

vision
mission / strategic objectives

The EC Strategy Map was developed by combining the outcome of the situational analysis with the goals and objectives of the EC mandate and issues highlighted by Key Stakeholders.

VISION — EC will be a benchmark in Africa for enabling Independent : Trusted : World Class democratic elections for citizens and candidates alike.

MISSION — Our job at the EC is to: Deliver on the electoral mandate: Enable and facilitate free and fair elections in Ghana and regulate the activities of all registered political parties.

EC OBJECTIVES
1. Ensure our mandate is delivered and managed legally, transparently and fairly.
2. Ensure EC is legally and functionally independent.
3. Develop and maintain a relationship of trust and credibility with citizens, parties, state institutions and other stakeholders.
4. Ensure that the EC operates efficiently, effectively and to world class standards.

STRATEGIC PILLARS — Develop all stake-holder relationships (Image) | Focus on Electoral Mandate | Engage our people | Organize our processes for delivery | Leverage our resources

OUTCOME — Deliver INDEPENDENT TRUSTED WORLD CLASS Elections in Ghana

INDEPENDENT | TRUSTED | WORLD CLASS

ELECTORAL COMMISSION GHANA

section one:

the strategic plan

for the people

SECTION 1: THE STRATEGIC PLAN

OUR VISION

The EC will be a Benchmark in Africa for enabling **Independent, Trusted**, **World Class** Democratic Elections for citizens and candidates alike.

The strategic plan requires a vision that reflects the revitalized and renewed energy of the EC and in addition, it needs to capture the intention of the plan. The following are the key elements of the vision:

AN AFRICAN BENCHMARK

In order to be a benchmark for the African continent, our organisation and the service we deliver, must be efficient and effective. We must set a high standard of professionalism and integrity at all times. This requires that our technology, our processes and our people lead the way in African elections.

INDEPENDENT

This reflects not only constitutional independence but captures the importance of functional and legal independence. It sets the standard for how we will engage with all parties to mediate and deliver elections. We will not tolerate undue influence and will ensure that Ghana's elections remain free, fair and independent.

TRUSTED

We will ensure that we operate transparently at all times, with the highest expectations and that all staff members of the EC operate with integrity and transparency. Trust is built through effective communication, and we will undertake to communicate to all our stakeholders relevant information at all times.

WORLD CLASS

We are building an organisation that holds itself accountable to a global standard. We are determined to employ technologies, processes and people that reflect a global ideal and ensure electoral justice and integrity.

OUR MISSION

Our job at the EC is to: Deliver on the electoral mandate: Enable and facilitate **free and fair** elections in Ghana and **regulate the activities** of all political parties

The mandate of the Electoral Commission of Ghana is reflected in the 1992 Constitution and Electoral Commission Act, 1993 (Act451). The Act details the scope of the EC's mandate and our mission is set to reflect the essence of the mandate.

As per the Act, the Mandate of the EC includes the compilation of the register of voters and its revision at such periods as may be determined by law; demarcation of the electoral boundaries for both national and local government elections; conduct and supervision of all public elections and referenda; voter education; registration and regulation of political parties and making regulations by constitutional instruments, for the effective performance of our functions.

Whilst the Act outlines our mandate in detail, we cannot forget that we are the bastions of Ghana's democracy and our mission is to ensure that the democratic principles of the right to free and fair elections are upheld.

ELECTORAL COMMISSION
GHANA

OUR VALUES

In order to build an organisation that continues to successfully achieve its objectives and its vision, we must build one that is founded on strong values.

Values and behaviours drive culture. Culture drives employee fulfilment. Employee fulfilment drives effective and efficient delivery of services.

In our effort to become world class, it is our desire to create a workforce that is motivated, engaged and trustworthy.

ACCOUNTABILITY:

– I take ownership of my work, my responsibilities and my decisions

EXCELLENCE:

– I strive for my personal best in my thoughts, my words and my actions, being better today than I was yesterday

INCLUSIVENESS:

– I work to ensure that the voices of all our people are heard, in the Commission, the community and the country

INTEGRITY:

– I am honest and transparent in all my dealings, ensuring I am worthy of the trust placed in myself and the EC

OUR NEW IDENTITY

In developing our strategy, we identified our Brand as an immediate area of possible change and re-invigoration. It is the reflection of the intent of this strategy.

ELECTORAL COMMISSION GHANA

- The **Circle** represents unity; singular and unified in its purpose – OUR DEMOCRACY

- The **Blue** of the Circle represents the **Stability and Independence** of the Commission

- The **inward moving arrows** reflect all the **people of Ghana EQUALLY** coming together for the common purpose – **The right to select their political leadership**

- The use of the **red, gold and green** represents our country **Ghana**

- The whole identity represents a unified common purpose and vision and demonstrates our independence as an institution

- We are NOT a government institution and we are demonstrating our independence by NOT using the coat or Arms that is representative of our Government.

ELECTORAL COMMISSION GHANA

STRATEGIC OBJECTIVES

Based on research, internal and environment audit, risk analysis and consultative discussions held with numerous stakeholders, the following key strategic objectives were identified as critical for the success of our vision and mission.

See addendum references: *Situational Analysis for a more detailed understanding of the current situation*

The outcome of this strategic plan will be the delivery of the following objectives:

1. Ensure that our mandate is delivered and managed legally, transparently and fairly.

2. Ensure the EC is legally and functionally independent.

3. Develop and maintain a relationship of trust and credibility with citizens, political parties, independent candidates, state institutions and other stakeholders

4. Ensure the EC operates efficiently, effectively to world class standards

OUTCOMES OF THE STRATEGIC OBJECTIVES

Objective	Ensure that our mandate is delivered and managed legally, transparently and fairly
1.1	Official results not overturned.
1.2	Parties fully compliant with legislation overseen by EC.
1.3	A clearly defined roadmap for ROPAL implementation with a staged rollout plan.
1.4	A credible, secure database of voters is provided for every election.
1.5	Safe, free, transparent and fair elections.
Objective	Ensure EC is legally and functionally independent
2.1	Fully functional legal department in place.
2.2	All elections to be undertaken on schedule and on time as per the official election calendar.
2.3	Revenue will be generated through rendering services to third party elections.
2.4	The EC Knowledge and Training Centre will be generating revenue through electoral training, provision of resources and knowledge management both locally and internationally.
Objective	Develop and maintain a relationship of trust and credibility with citizens, parties, state institutions and other stakeholders
3.1	The Commission is associated with trust, independence and world-class service.
3.2	Effective, broad-based voter education will drive active voter participation.

3.3	Confidence in the EC's abilities will be strengthened through engagement and communication with internal and external stakeholders.
3.4	Reduce rejected ballots by 50% through voter education
Objective	**Ensure that EC operates efficiently, effectively and to world class standards**
4.1	Operational costs will be reduced by 15% through effective use of all available resources.
4.2	EC will have a strong organisational culture and operational guidelines against which staff performance is evaluated. This will serve as a benchmark for recruiting new staff.
4.3	EC will be a benchmark for Pan African election management and a primary resource and knowledge centre.
4.4	Effective use of resources through optimisation of EC processes and efficient resource management.
4.5	Achieve a 75% employee satisfaction rate.

THE OUTCOMES EXPLAINED

1 ENSURE THAT OUR MANDATE IS DELIVERED AND MANAGED LEGALLY, TRANSPARENTLY AND FAIRLY.

1.1 OFFICIAL RESULTS ARE NOT OVERTURNED

A critical deliverable of any electoral commission is the delivery of an election process that is transparent, without any question as to the integrity of the election outcomes.

To achieve this several components are required. These include:

- A technical solution that delivers a clean voters register

- A robust voting mechanism and process that cannot be subjected to fraudulent influence

- Clear, timeous and transparent communication to all stakeholders at all times

This desired outcome affects all aspects of the organisational restructure and ties into all the STRATEGIC PILLARS. The outcome of an effectively managed election is that the results as declared are maintained by a court of competent jurisdiction.

1.2 PARTIES FULLY COMPLIANT WITH LEGISLATION OVERSEEN BY THE EC

An aspect of the mandate of the EC is to act as the oversight body of political parties. The EC will, through its legal structures, strive to ensure that all parties comply with the legislation. The structures and process required to do so effectively will be implemented during this plan.

1.3 CLEAR ROADMAP FOR COMPLIANCE WITH REPRESENTATION OF THE PEOPLE LAW (ROPAL) WITH A STAGED ROLLOUT PLAN

One of the objectives of this strategic plan will be to develop a clear roadmap for ROPAL. A detailed analysis of the scope of the gap will need to be undertaken and a study done of the cost implications of implementation. A staged implementation plan will be part of the delivery of this plan.

1.4 A CREDIBLE, SECURE DATABASE OF VOTERS IS PROVIDED FOR EVERY ELECTION

The EC is not only responsible for national elections but local elections as well. With the effective implementation the voters register, and a process to ensure this is kept true, combined with an effective electoral map, the EC will continue to provide a credible voter database for all elections. The data will be 100% secure at all times from physical and cyber tampering. The voters register is truly credible. While names of deceased are a major issue, they cannot vote because of BVD

1.5 SAFE, FREE, FAIR AND TRANSPARENT   ELECTIONS

Ensuring FREE and TRANSPARENT elections is at the heart of the mandate of the EC. The outcome of the activities outlined in the strategic plan will result in the delivery of this mandate. It requires ensuring our **People**, our **Processes**, our **Technology**, our **Communications** and our **Relationships** with all stakeholders are aligned to our vision. Data security and improvements to the data centre will be a major focus area.

2. Ensure EC is legally and functionally independent

2.1 FULLY FUNCTIONAL LEGAL DEPARTMENT IN PLACE

In order to successfully address issues brought to the EC, an effectively structured legal team is required that understands the relevant laws and acts that govern the work of the EC and the relationships with internal and external partners and stakeholders.

This legal department will be equipped to deal effectively with any boundary dispute issues and bring them to a resolution. In addition, they will address any internal legal issues, contracts, compliance and commercial matters as well as ADR for intra-party disputes.

2.2 ALL ELECTIONS TO BE UNDERTAKEN ON SCHEDULE AND ON TIME AS PER OFFICIAL ELECTION CALENDAR

It is the objective of this strategic plan to ensure that the issues of funding limitations by government and infrastructure challenges that have previously resulted in delays in the election calendar are effectively mitigated through the many actions of this plan. The result will be elections run on time and on schedule as per the official election calendar.

2.3 REVENUE WILL BE GENERATED BY RENDERING SERVICES TO THIRD PARTY ELECTIONS

With a well-trained and effectively managed team, the EC will provide services for third party elections on a local as well as a regional level, to generate additional revenue. During the implementation phase a detailed business plan will be developed to identify the full scope of the opportunity.

To assist with ensuring that the EC can run effectively and without undue influence or limitation by government funding cycles, it is imperative that the EC begins to generate its own revenue lines to support its operational requirements.

This revenue will come from a number of sources and will require that the EC operates these service delivery components as effectively and professionally as any professional organisation would. The scope and delivery of these services need to be clearly defined.

2.4 THE EC KNOWLEDGE AND TRAINING CENTER WILL GENERATE REVENUE THROUGH ELECTORAL TRAINING, PROVISION OF RESOURCES AND KNOWLEDGE MANAGEMENT BOTH LOCALLY AND INTERNATIONALLY.

EC will build a world class training centre, which will be responsible for not only local electoral training, but with a view to providing a venue for the entire region to be effectively trained in electoral processes

Through strategic relationships with international partners and other Election Management Bodies (EMB's) in the region, the EC Ghana intends to become the hub for training in the region. We will define the opportunity to train political parties on instituting internal democracy and sustainable management, training and licensing of election observers across the sub region, training media on election reporting, training lawyers on electoral laws, training for CSOs that work in several aspects of elections and democracy, etc.

With the establishment of an effective training centre and the positioning of the EC Ghana as a regional source of knowledge, it is envisioned that over time the EC Ghana will build a library of research and knowledge management hub. This research would be available for purchase by third parties in order to generate revenue. As a unique source of insight, EC Ghana should become a valuable source of knowledge and information for local and regional businesses and governments alike.

In the implementation plan, a detailed business case will be developed to support the revenue projections.

3. Develop and maintain a relationship of trust and credibility with citizens, parties, state institutions and other stakeholders

3.1 THE COMMISSION IS ASSOCIATED WITH TRUST, INDEPENDENCE AND WORLD CLASS SERVICE.

As a point of departure, EC will develop a revitalized brand that reflects stability and inclusiveness. Effective execution of the brand will help to ensure that it is reflected as a world-class organisation. Only by effectively promoting and communicating with all our stakeholders will the brand begin to be seen as a representing a trusted independent organisation. The first step is creating a brand that reflects these values.

3.2 EFFECTIVE, BROAD-BASED VOTER EDUCATION WILL DRIVE ACTIVE VOTER PARTICIPATION

Through active voter education particularly at local elections, the EC will aim to drive participation in the election process.

3.4 CONFIDENCE IN THE EC'S ABILITIES WILL BE STRENGTHENED THROUGH ENGAGEMENT AND COMMUNICATION WITH INTERNAL AND EXTERNAL STAKEHOLDERS

Working with other stakeholders and strengthening our relationships and partnerships is critical to the success of the EC.

In the absence of effective structured communication, rumour and conjecture replace fact. It is the objective of this strategy to develop a framework for communicating with all our stakeholders on a regular basis, in a clear and transparent manner, which is structured and not fragmented.

Another challenge is our internal communication. This is largely hampered by poor infrastructure and a lack of a clear structured means with which to communicate. It is imperative that as part of the strategic plan, the framework, process and methodology be defined and implemented for effective transparent internal and external communications.

A comprehensive communications strategy aimed at engaging all our target markets will be developed and revised on an annual basis using all available technologies especially social media tools to engage and reach our stakeholders.

3.4 REDUCE REJECTED BALLOTS BY 50% THROUGH VOTER EDUCATION

A combination of literacy challenges and a voting procedure which can be rather intimidating makes it critical that the EC educate the electorate on the voting process.

Interactive voting education enables educators to remove the fear and uncertainty around the voting procedure. Effective voter education and adherence to the voting process will result in a significant reduction in the number of rejected ballots. In implementing the Plan, this will be a key focus area for the EC Ghana.

4. Ensure that the EC operates efficiently, effectively and to world class standards

Human Capital Management is at the cornerstone of the successful implementation of this strategy. The development of the EC's human capital is a critical point in the evolution of the EC. The training, skills development and performance management of our valued staff is a high priority.

4.1 OPERATIONAL COSTS WILL BE REDUCED BY 15% THROUGH EFFECTIVE USE OF ALL AVAILABLE RESOURCES

The Commission aims to reduce operational costs by making optimal use of the resources available. These include the efficient deployment of human resources, ongoing staff training and effective utilization of technology to streamline processes across the organisation. A focus on "doing it right the first time"; in hiring practices, process development and selection of technical solutions will ensure effective use of funds available. Other key areas to be addressed are efficient maintenance and storage of assets.

4.2 THE EC HAS A STRONG ORGANISATIONAL CULTURE AND OPERATIONAL GUIDELINES AGAINST WHICH STAFF PERFORMANCE IS EVALUATED. THIS WILL SERVE AS A BENCHMARK FOR RECRUITING NEW STAFF

We will develop a clearly defined set of core values that are in alignment with our vision and our culture. These values will be at the centre of future recruitment and management, leading to the EC being an employer of choice. Effective management techniques that involve performance management will move the EC into the professional arena allowing it to deliver world-class service.

It is the vision of the EC to create an organisation in which people choose to work because they are driven by a purpose: they have some form of personal mastery and autonomy. *"I can make decisions, I can get better at what I do and what I do is part of a greater purpose!"* We will achieve this by building a culture of accountability, with a focus on career development and training for all staff.

4.3 EC WILL BE A BENCHMARK FOR PAN AFRICAN ELECTION MANAGEMENT AND A PRIMARY RESOURCE AND KNOWLEDGE CENTER

By leveraging technology, integrating best practice and building a highly skilled organisation we will become the benchmark in election management in Africa. With the development of the Knowledge and Training centre, we will develop a depth of knowledge, skills and resources, which will enable the EC to be a source of information and expertise on best practice election management across Africa.

4.4 EFFECTIVE USE OF RESOURCES THROUGH OPTIMIZATION OF EC PROCESSES AND EFFICIENT RESOURCE MANAGEMENT

In order to achieve these objectives, the delivery needs to be effectively managed. A starting point in order to understand and implement the necessary technological and infrastructural changes will be to map all the processes within the organisation. A key component of these processes includes the financial management process, procurement and asset management aspects of the EC.

Once all the processes have been identified and defined, we will then optimise these and map them to the necessary resources, against the requirements for this delivery. These resources will include technology, infrastructure, people and finance.

Any shortfalls will need to be addressed appropriately. The outcome will be a highly optimised and efficient delivery Commission that best utilizes all its resources.

4.5 75% EMPLOYEE SATISFACTION RATE

With the various HR initiatives, we will develop an annual employee satisfaction survey to determine the impact of the various initiatives undertaken to engage and empower staff. We will aim to achieve a 75% employee satisfaction and create a Commission that is one of Ghana's most desired places to work

STRATEGIC PILLARS

The Right People, Doing the Right Things at the Right Time using the Right Resources!

In order to deliver on these strategic objectives, **5 Strategic Pillars** have been identified against which a clear set of deliverables and tasks have been defined for the implementation of this strategic plan. For the purposes of this strategic plan, we have outlined the deliverables of each of the pillars. Within the internal implementation plan is a detailed set of tasks against each of these deliverables.

1. DEVELOP STAKEHOLDERS RELATIONSHIPS

Define the EC brand proposition and create a clear and consistent communications framework, which repositions the EC to all stakeholders as delivering trusted, independent elections.

Deliverables of this pillar:

- EC Brand Value Proposition
- Stakeholder Communication Framework
- Strategic Marketing Plan
- Voter Journey

2. ELECTORAL MANDATE

Ensure that quality infrastructure, logistics, facilities and strategic planning are implemented to deliver world-class elections.

Deliverables of this pillar:

- Electoral Database
- Election Policy and Procedures
- Infrastructure and logistics management and planning
- Election reporting and planning
- Boundary delimitation implementation
- Political Party Development

3. ORGANIZING OUR PROCESSES FOR DELIVERY

Transform the effectiveness and efficiency of the Commission through the deployment of world-class technology solutions throughout the organisation to support our internal and external processes. Build an organisation that can support the technology deployed and do it in a responsible way.

Deliverables of this pillar:

- Strategy Planning and Review

- Process and Procedures

- Legal Framework

- Financial Systems

- Technology Framework

- Change and capacity building

4. ENGAGING OUR PEOPLE

We will create an environment where our people can thrive and excel. We will build a culture of engagement throughout the Commission. We will do this through effective communication, career planning, capacity building and 360° performance management solutions.

Deliverables of this pillar:

- Internal cultural change program

- Organisation structure

- Performance management and training

- Capacity development and Change management

5. LEVERAGING OUR RESOURCES

We will supplement our financial requirements by developing additional revenue streams specifically related to training and development of election related services in Ghana and across the region. Through the effective use of technology and the optimisation of our processes, we will drive effective and efficient use of our financial resources.

Deliverables of this pillar:

- Define, position & communicate revenue generating services within target audience

- Knowledge centre framework and strategy

ORGANISATIONAL STRUCTURE

In developing this strategy, it was imperative that an analysis of the current organogram and people was undertaken.

As a result of this analysis, a new organogram was established that reflects the organisation that will deliver on this strategic plan. A detailed HR plan is available - however, for the purposes of this strategy the high level roles and responsibilities of key members are described.

Chairperson: Electoral Commission

> Execute the main functions of the Commission as outlined in the 1992 Constitution and the Electoral Commission Act, 1993 (Act451) by ensuring:

- Successful delivery of Presidential, Parliamentary, Local government, statutory, and industry elections

- High level of confidence of the public in the electoral register

- Information Technology Services would report to the Chairperson

- Availability of required financial resources

- Prudent management of funds released for EC operations from Government and development partners

- Efficient administration of elections through technologically optimised process efficiency from a skilled workforce

- Head of ARIC (Compliance Financial Administration Act, 2003 (Act 654) (FAA)

Deputy Chairperson, Operations

The Deputy Chairperson shall perform the following core functions:

- Exercise oversight responsibility for performance of Directorates on Electoral services, Registration and Regulation against set objectives and targets.

- Ensure effective collaboration and communication among the departments

- Ensure learning and development of staff towards high performance

- Create a culture of continuous improvement

- Create and uphold values and ethical culture at the Commission

- Contribute inputs in pursuit of strategic direction for electoral operations of the EC

- Ensure that electoral research and experiences are organized for knowledge sharing and improvement.

- Approve quarterly reports before submission to the Commission through the EC Chair

Deputy Chairperson, Corporate Services

The Deputy Chairperson shall perform the following core functions:

- Exercise oversight responsibility for performance of Directorates on Human Resource, Finance, against set objectives and targets.

- Ensure the application of information technology services in all functions of the EC

- The development and maintenance of productive relationships with key stakeholders

- Ensure learning and development of staff towards high performance

- Create a culture of continuous improvement

- Create and uphold values and ethical culture at the Commission

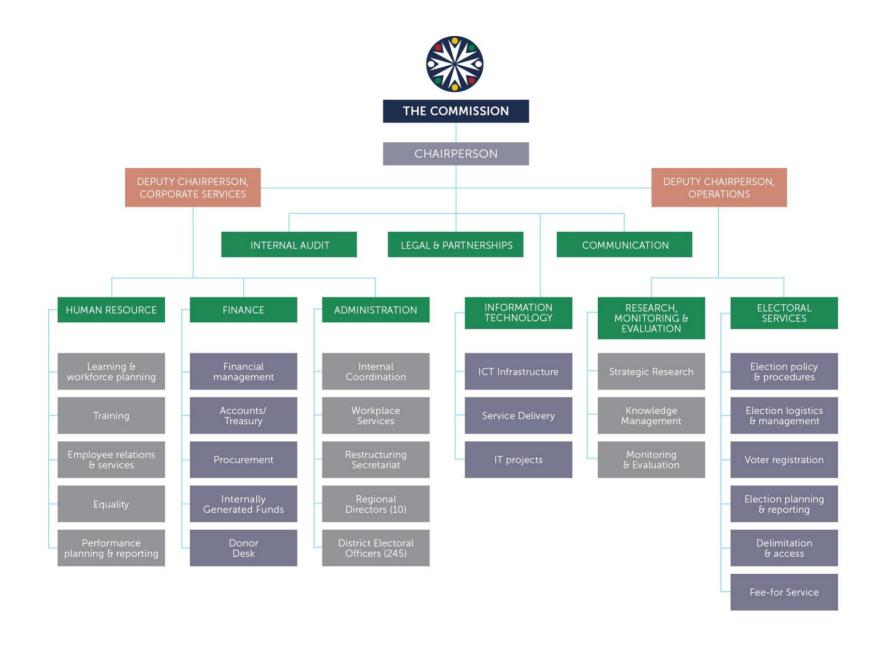- Contribute inputs in pursuit of strategic direction for Corporate services of the EC

- Approve quarterly reports before submission to Commission through the EC Chair

THE COMMISSION

CHAIRPERSON

DEPUTY CHAIRPERSON, CORPORATE SERVICES

DEPUTY CHAIRPERSON, OPERATIONS

INTERNAL AUDIT

LEGAL & PARTNERSHIPS

COMMUNICATION

HUMAN RESOURCE	FINANCE	ADMINISTRATION	INFORMATION TECHNOLOGY	RESEARCH, MONITORING & EVALUATION	ELECTORAL SERVICES
Learning & workforce planning	Financial management	Internal Coordination	ICT Infrastructure	Strategic Research	Election policy & procedures
Training	Accounts/ Treasury	Workplace Services	Service Delivery	Knowledge Management	Election logistics & management
Employee relations & services	Procurement	Restructuring Secretariat	IT projects	Monitoring & Evaluation	Voter registration
Equality	Internally Generated Funds	Regional Directors (10)			Election planning & reporting
Performance planning & reporting	Donor Desk	District Electoral Officers (245)			Delimitation & access
					Fee-for Service

EC DEPARTMENTS AND THEIR FUNCTIONS

Electoral Services will be responsible for:

- Election logistics and management
- Election planning and reporting
- Election policy and procedures
- Boundary delimitation & access
- Fee-for- service elections
- Biometric voter registration
- Political Party Registration and regulation

Human Resource will be responsible for:

- Learning & workforce planning
- Training
- Performance planning and reporting
- Employee relations and services
- Equality
- Recruitment & on-boarding services

Finance will be responsible for:

- Financial management
- Accounts/treasury
- Procurement
- Internally Generated Funds (IGF)
- Development partner funds

Information Technology will be responsible for:

- ICT infrastructure management
- Service delivery
- IT projects

Communications department will be responsible for:

- External communication
- Publications
- Voter education

Legal & partnerships will be responsible for:

- Legal services
- Partnership relations

Internal Audit will be responsible for:

- Financial Audit Unit
- System Audit Unit

Administration will be responsible for:

- Internal coordination
- Property management
- Workplace services
- Registry
- Restructuring team

Regional Electoral Offices will be responsible for:

- Operations
- Finance and administration
- Monitoring and Evaluation

District Electoral Offices will be responsible for:

- Recruitment of temporary personnel
- Training of temporary personnel
- Voter Registration and Management
- Strategic Monitoring and Evaluation

section two:

- risks to strategic plan:
- core issues:
- priorities and costs of
  implementing this plan

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SECTION 2: RISKS TO STRATEGIC PLAN: CORE ISSUES: PRIORITIES AND COSTS OF IMPLEMENTING THIS PLAN

RISK ANALYSIS

We aimed to identify the critical and more immediate risks to the EC's credibility and their ability to achieve the objectives set. Without credibility, the EC will not be able to effectively deliver safe, free and transparent elections.

WHAT ARE THE KEY RISKS TO THE EC'S CREDIBILITY AND ITS ABILITY TO DELIVER INDEPENDENT, WORLD CLASS, TRUSTED ELECTIONS?

Key Risk Areas	Probability	Impact	Mitigation
Negatively Entrenched belief about the performance of the EC	High	High	• Re-launch the Commission and its new vision, values and strategy to internal staff. Ensure culture change program is implemented to "live the vision" • Launch the brand effectively to electorate • Engage the stakeholders in effective ongoing communication of vision and status on implementation
Lack adequate funding for operationalising the strategic plan	High	High	• Clearly defined plans and budgets with clear implementation timelines and measurement. Supplement the funding requirements with internally sourced funds
Technology and logistics failure	High	High	• Ensure adequate budgeting and aggressive up-skilling of necessary resources • IT Audit: short, medium and long term IT strategy • Upskill internal IT skills to reduce 3rd party technology dependency

Rejection of Election Results	Medium	High	• CSO to undertake parallel voter tabulation • Implementation of electronic results transmission system in addition to current manual system • Effective Communicate the nature of transmission as transparent and robust process.
Strike action by employees	Medium	High	• Ensure correct processes and procedures have been followed • Implementation of organisation structure
Failure of National IT Infrastructure to support EC Process	High	High	• Contingency plan for power and telecommunications infrastructure

CORE ISSUES AND PRIORITIES

CORE ISSUES

In considering the many urgent and important tasks facing the EC right now, the cornerstone of many of these are 2 core issues. They touch every aspect of delivery in the **5 Pillars** and are critical to the successful implementation of all objectives. These are:

1. Process Mapping

2. Technology Infrastructure and Voting technologies

A detailed audit of the technology infrastructure has been undertaken and the findings have been provided in a detailed report to the Commission. Whilst this report is detailed and addresses many of the immediate issues, the concern of this strategy is that the processes of the organisation have not yet been adequately mapped to ensure optimisation of processes

Mapping the various processes within the EC will clearly identify the technology needs as well as key areas for optimising performance and driving efficiency within the EC. Without a clear process map, the EC may acquire technological and resourcing solutions which may prove to be redundant over time.

In addition to the IT audit there appears to be a detailed audit of the biometric system highlighting the way forward to manage third party dependencies. These findings need to be integrated into the process and IT analysis. The revised organisational structure reflects the needs of the new IT Department required to manage both the infrastructure and the biometric system.

PRIORITIES

The scope of this plan has significant and far reaching impacts across the entire organisation. Much of the challenge lies in defining the detailed process change required and impact on resources that this plan will have. The following priorities have been identified as critical to the successful implementation of this plan:

1. *Process mapping and technology recommendation study*

In order to effectively optimise and improve the operations of the EC, all the processes within the EC need to be clearly mapped. Once they have been mapped, we can optimise and automate which will determine the technology requirements.

It is recommended that this be our initial and primary focus. This will need to be a third party engagement and it is the recommendation of this strategy that it happens this year as it is election year and hence all process both ordinary and extraordinary process can be mapped real time. We will be able to not only map operational process but election process as well.

The process mapping project, in addition to an "as is" analysis, must identify and recommend process optimisation opportunities and furthermore map the optimised process to either existing technologies or recommend what technologies may be required in order to achieve the optimised process. It should recommend a staged rollout plan considering the limited resources of the EC.

The plan for optimisation must map to the EC's objectives and timeframe.

2. *Voter Technology "Future Proof" Research and Audit ***

Whilst a detailed analysis of the current Biometric system has been undertaken, one of the key deliverables of this plan is "World Class" elections. In order to achieve this and improve on the voter experience, the EC must identify potential technologies which can enhance the delivery of this experience.

ELECTORAL COMMISSION GHANA STRATEGIC PLAN 2016 – 2020

Technology changes are significant and can fundamentally affect how we implement elections. We need to understand where voting technology is moving and what is currently available as "best of breed" in order for us to structure both the organisation and the technology strategy to be aware of where technology is moving,

In order to achieve this, we will need to engage in a research and audit program to asses globally available technologies. It is recommended we engage a third party to work with the team on this as this will indeed need to happen during 2016. The information and decisions made as a result of this study will need to be fed into the process mapping study.

*In general, the term "future-proof" refers to the ability of something to continue to be of value into the distant future; that the item does not become obsolete. The concept of future-proofing is the process of anticipating the future and developing methods of minimizing the effects of shocks and stresses of future events.

3. *Behavioural Change Program*

In order to effectively shift the organisation a sustained behavioural change program is required. This will require a process of engaging with staff and empowering the entire organisation.

Engaging requires on-going sustained communication in a structured way in alignment with the enabling strategy. During the enabling component of the strategy there will need to a coaching program specifically aimed at the leadership in order to empower them to lead and facilitate the change required within the organisation. There will need to be an organisational learning program to not only to address the skills gap but more importantly, within this program, to address the mind-set of becoming a learning organisation. An organisation that lives by its values and has an engaged and trusted workforce.

It is recommended that a third party be engaged to work with the team to develop a three-year behavioural strategy and a 12-month implementation plan.

4. Training and Knowledge Centre Business Plan (TKC)

The TKC is a new program for the EC and is the cornerstone of their revenue generating strategy. This program needs a comprehensive business strategy developed in order to define the products: services and business structure to support the TKC. The EC does not have the in-house resources to develop this business plan and it is a recommendation of this strategy that a third party be engaged to develop this full business plan including products and services definition, revenue modelling and go-to market plan.

COSTS OF DELIVERING THIS PLAN

Based on the current plan there are a number of key areas where significant short term expenditure will be required with the view to long term optimising of resources. Whilst technology will be a massive component of the capital costs required by the EC, the scope of those costs are unknown at this stage and this plan only seeks to cost the priorities within this plan that will be fundamental to implementing this plan

Priority 1	Phases	Deliverable	Cost
Process mapping and technology recommendation study	Phase 1	"As is" Process Map	$38 000
	Phase 2	Process optimisation plan and technology mapping including staged roll out plan	$ 35 000
	Phase 3	Integration of Voter technology into process and optimising delivering. Detailed staged roll out.	$23 000

Priority 2	Phases	Deliverable	Cost
*Voter Technology "Future Proof" Research and Audit ***	Phase 1	Global desktop audit and shortlist recommendations	$12 000
	Phase 2	Short-list site visits (Travel and Accommodation) 3 sites x 3 people	TBC
	Phase 3	Implementation Roadmap and plan	$ 7 500

ELECTORAL COMMISSION
GHANA

Priority 3	Phases	Deliverable	Cost
Behavioural Change Program	Phase 1	Detailed audit and understanding of current culture and skills map.	$15 000
	Phase 2	3 Year strategy 12-month plan for communication: coaching and training needs	$10 000
	Phase 3	Implementation of communications plan for 12 months	Dependent on plan
		Implementation of leadership coaching	Dependent on plan
		Training and skills development of staff	Dependent on plan

Priority 4	Phases	Deliverable	Cost
Training and Knowledge Centre Business Plan (TKC)	Phase 1	**Business plan:** • Product and services definition. • Target market identification and opportunity assessment • Financial model • Organisational delivery structure	$8500
	Phase 2	Go To Market Strategy	$4500

ELECTORAL COMMISSION GHANA

section three:
the roadmap and measurement

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SECTION 3: THE ROADMAP AND MEASUREMENT

Priorities		2016	2017	2018	2019	2020
Priorities	*Process mapping and technology recommendation study*	Process Audit and alignment	Integration of process with Voter technology			
	*Voter Technology "Future Proof" Research and Audit ***	Technology Audit				
	Behavioral Change Program	Audit and research plan development	Implement internal cultural change program →			

Strategic Pillars		2016	2017	2018	2019	2020
Strategic Pillars	**Stakeholder relationship**	Brand Value Proposition				
		Stakeholder communication framework alignment	Stakeholder communication framework implementation →			
		Implement strategic marketing plan →				
			Voter Journey			
			Voter Journey implementation →			
	Electoral Mandate		Electoral Database →			
			Election Policy & Procedure			
		Infrastructure & logistics management planning				
			Election Planning & Reporting →			
			Boundary delimitation strategy & implementation			
			Political party management			
	Organize to deliver	Strategy, planning & review				
		Processes & procedures				
		Electoral legal framework				
			Technology framework			
			Financial systems →			
			Capacity building / change management →			
	Engaging our people	Implement internal cultural change program →				
		Organizational structure				
		Performance measurement				
	Leveraging our resources	Business plan development		Revenue services implementation →		
			Knowledge Center	Knowledge Center implementation →		

ELECTORAL COMMISSION GHANA STRATEGIC PLAN 2016 – 2020

	Performance measurement and target	Measurement	When The Measurement Can Be Assessed Over the Period of the Plan	Barriers to Achieving Performance Measure	Current Baseline Measurement
1	***Ensure that the Election Mandate is delivered and managed legally, transparently and fairly***				
1.1	Official election results are not overturned	2016 election results accepted 2018 local elections accepted	2016 /2018	Clean Voters Register EC Credibility within voters' minds	2016 register
1.2	Full compliance by parties with legislation overseen by EC	Governance Compliance Report (Party Compliance Reports Completed checklist)	2017	Education of parties to rules	Approximately 3 parties out of 25 parties have submitted audited reports. Exact baseline unknown to be confirmed by a compilation of report
1.3	Clearly defined roadmap for ROPAL implementation with a staged rollout plan	Approved strategic plan with financial requirements and dates for implementation	2017 scope defined 2018	Clearly understood process impact of ROPAL Skilled personnel and	There is currently no plan

ELECTORAL COMMISSION GHANA STRATEGIC PLAN 2016 – 2020

ELECTORAL COMMISSION
GHANA

				funding to develop the plan	
1.4	A credible, secure voter database is provided every election,	Exception report Penetration testing Audit of the register	2016/2018/2020		Current report to be compiled and % variance provided
1.5	Safe, free, fair and transparent Elections	Domestic and International Observers Report	2016/18/20	Public confidence in the EC and the Voter register	General election 2016 report District Level Election 2015 to be confirmed
2	**Ensure EC is legally and functionally independent**				
2.1	Operational costs will be reduced by 15% through effective use of all available resources.	2019 budget figures	2019 incremental savings 2020 realized savings of 15%	Technology implementation timeframe. Automation of operations through technology	
2.2	The EC Knowledge and Training Centre will be generating revenue through electoral	2017 actual should reflect revenue lines from training centre	2017/2018/2019/2020	Budget to set up training centre appropriately. Leadership	0 income from this revenue line

ELECTORAL COMMISSION
GHANA

	training, provision of resources and knowledge management both locally and internationally.				
2.3	The EC will be generating revenue through rendering services to third party elections	2017 actual should reflect revenue lines	2017/2018/2019/2020	Credibility of the EC	No revenue currently only cost recovery
2.4	A fully functional legal department	Fully staffed structured legal department	2017	Budget and available skills within the country	No legal department
2.5	All elections to be undertaken on schedule and on time as per the official election calendar	2016 and 2018 and 2020 elections run as per initial planning schedule	2016/2018/2020	Available funding from government.	Monitoring and Evaluation Report approximately 5-10% slippage
3	**Develop and maintain a relationship of trust and credibility with citizens, parties, government and other stakeholders**				

3.1	A Commission that is associated with trust, independence and world class service	AfroBarometer Survey Report to be confirmed by Madam Rebeca	2017	Lack of funding to support communication Lack of implementation of strategy change program	AfroBarometer Survey Report to be confirmed by Madam Rebeca
3.2	Effective, broad-based voter education will drive active voter participation	Voter turnout	2018/ 2020 elections	Budget for Voter Education	2.3% at General Elections 3% DLE
3.3	Reduce rejected ballots by 50% through voter education	Rejected Ballots	2018/ 2020 elections	Budget for Voter Education	
3.4	Confidence in the EC's abilities will be strengthened through engagement and communication with internal and external stakeholders	Marketing Framework strategy and plan with budget AfroBarometer Survey Report to be confirmed Internal staff satisfaction report	2017/2018/2019/2020 budget cycles		There is no structured framework presently No current reports on this only perceptions

ELECTORAL COMMISSION GHANA STRATEGIC PLAN 2016 – 2020

4	**Ensure that EC is operated efficiently, effectively and to world class standards**				
4.1	The EC will have a strong organisational culture and operational guidelines against which staff performance is evaluated. This will serve as a benchmark for recruiting new staff.	Staff handbook and HR Strategy and plan	2017	Skills within HR team	
4.2	The EC will achieve a 75% employee satisfaction rate.	HR Performance Tool and Career path mapping.	June 2017	Technology deployment Skills within management to undertake reviews	
4.3	Benchmark for pan African election management and a primary resource and knowledge centre	Peer recognition			

ELECTORAL COMMISSION
GHANA

| 4.4 | Effective use of resources through optimisation of EC process and efficient resource management. | Process Automation Analysis study | 2019 | Initial Process Mapping

Deployment of technology

Staff buyin to process automation | Many process are manual |

appendices

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APPENDICES

SITUATIONAL ANALYSIS

The EC Ghana is greatly affected by conditions outside of its own organisation. The macro issues affect the ability of the organisation to effectively deliver on its mandate.

NATIONAL CONTEXT: POLITICAL AND ELECTORAL LANDSCAPE IN GHANA

Regular and periodic elections are integral part of Ghana's democratic system and the future of Ghana's democracy. Ghana has made significant democratic gains since it opened its political system to multi-party competition in 1992. The civic space has been opened up and there is a vibrant multiparty system. The EC has taken the initiative to expand the political space for dialogue by instituting an IPAC (Inter-Party Advisory Committee). Ghana in the international political freedom indexes stands as a free country in terms of the protection of civil liberties, respect for the rule of law and political freedoms. An opposition political party have been able, on two occasions, to unseat an incumbent political party through a democratic election process.

Ghana has successfully navigated through 11 elections since restoration of multiparty democracy, presidential and parliamentary elections in 1992, 1996, 2000, 2004, 2008, 2012 and local government elections in 1994, 1998, 2006, 2010 and 2014.

The country is currently at the point where the political atmosphere is gradually warming up for another major general election scheduled for 2016. The EC is poised to tackle some challenges that relate to management of elections, partly stemming from capacity deficits and from existing organisational culture. The election period is a test of integrity for the efficiency and effectiveness of almost all state institutions.

The voter turnout in Ghana's general election has been consistently high. Large numbers of invalid votes have consistently been recorded, 205,438 votes (2.37 %) in 2008 and 251,720 votes (2.24%) in 2012, which to some extent has been attributed by some election observers to lack of knowledge among the voters about how to cast the vote.

ELECTORAL COMMISSION
GHANA

ENVIRONMENTAL ASSESSMENT

The following is an assessment of the current circumstances within which the EC will implement this strategic plan. This aspect of the analysis considers specifically the opportunities and threats facing the EC.

Opportunities

1. There is parliamentary oversight, which is one of the key democratic means for financial accountability. The practice of constitutional democracy in the country is characterized by a general atmosphere of peace and political stability with favourable constitutional provisions safeguarding the EC's functional independence The EC has clear guidelines in which to operate through the provisions of the Ghana Procurement Act (Act 663 of 2004) and Public Procurement Manual.

2. The existence of National and international electoral stakeholders. Existence of government administration districts could facilitate local mobilization of resources and logistics for the EC, if such a relationship is properly managed. Allied organisations enhance the electoral integrity (the security agencies, NCCE CHRAJ NMC etc.). The activities of independent electoral observers such as CODEO who would serve as a third eye for the EC for Data Gathering during major events. The EC enjoys goodwill from the international development community who provide mainly technical support to electoral process in Ghana (UNDP, DFID, EU, DANIDA, CIDA and USAID)

Threats

1. Ghana like many African countries has a fragile state of democracy, where tense electoral campaigns sometimes result in abuse of civil rights. Elections sometimes serve as a vent for channelling existing ethnic conflicts and this in certain constituencies poses a threat to the relative stability. The winner takes all nature of Ghana's electoral system; increasing anxiety between the two main competing parties, the National Democratic Congress (NDC) and the New Patriotic Party (NPP) in a pre-election phase, polarization of Ghanaian politics and activities of party fanatics are a source of unease.

2. The degree of underdevelopment and poverty makes some voters prone to manipulation. The state of the road network also makes deployment logistics a challenge. Furthermore, the EC's calendar of activities is contingent on the untimeliness with which government sometimes, releases funds.

ELECTORAL COMMISSION
GHANA

INSTITUTIONAL AND CONTEXTUAL ASSESSMENT

An assessment of the internal capacities and weaknesses provided the plan with some deep insights into areas where the Commission has made advancement and other areas where it needs to strengthen to achieve its vision. The legal framework, the integrity measures in the electoral process and the quality and electoral experience of some of its human resources constitute part of the EC's strength.

Strengths:

1. The independence of the EC in the performance of its functions is defined and supported by the 1992 Constitution and other laws, making it a body with a clear legal and institutional framework in which to conduct all public elections in Ghana. The EC has also endeavoured to declare results without delay.

2. The quality of some of the human resources of the EC is part of its greatest strength. The EC has a core of permanent staff that it has sustained over a long period of time despite low levels of remuneration. There is a high degree of loyalty and readiness among EC staff to sacrifice for the benefit of the Commission as a whole. The EC has low levels of staff turnover resulting in high levels of retained institutional memory. In addition, the permanent team have acquired some level of technical skill, management skill, organisational skill and mobilization skill relevant to achieving the mandate of the EC. There is also a team of Commissioners who are willing to co-operate and work together sharing a sense of a common purpose for the EC.

3. The EC has an inclusive and transparent process, with an effective national and subnational platform, for interparty dialogue at national and subnational levels. Additionally, there is a significant investment in biometric technology for data matching, de-duplication and voter verification, which could be a resource made available to other EMBs on the continent.

    In 2012, the EC began investing in the use of biometric technology. The ICT infrastructure of the EC consist of the following – Voter Database Infrastructure (with off-site Disaster Recovery System) that consists of database servers to store at least 20 million voters; high speed printers for the production of voter lists.

    ABIS software capable of matching 10 fingers at 2 000 000 per week (20,000,000 in 6 weeks) minimized FAR and FRR (0,02%)and maximized TAR and TRR at 99.8% with adjudication workstations and GUI software. All EC offices nationwide are connected by wide-area–networks.

ELECTORAL COMMISSION
GHANA

Weakness

1. Incomplete independence. The EC's functional independence as prescribed by law is incomplete without having financial independence. The EC has partly depended on the overall political will of Government to provide funds, which is sometimes untimely and inadequate resulting in delays in disruption in execution of planned activities. Staff salaries are considered relatively low compared to other commissions set up by the Constitution.

2. Capacity deficit. Limited professional development of permanent staff, inadequate operational training for temporary staff as polling officials; low voter education resulting in a high number of invalid ballots: inability to publish polling station results; logistics management – delay in deployment of electoral materials to polling stations and manual collation and compilation of results (pen and paper) Inadequate institutionalized coordination between the EC and other structures of the state: and limited institutional capacity to perform some of its regulatory role and sanctions enforcement where necessary. There is limited storage space and 45 Districts with no EC office and some new Districts without electoral officers.