

UNITED NATIONS  
UGANDA



# GOOD PRACTICES

UGANDA BENCHMARKS WITH GHANA

| CIVIC EDUCATION | ELECTORAL ADMINISTRATION |  
| PEACE BUILDING | SDGS' ACTION |

OFFICE OF THE PRIME MINISTER

JULY 2019



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## COLLABORATING INSTITUTIONS

- Office of the Prime Minister
- Ministry of Foreign Affairs
- Ministry of ICT and National Guidance
- Directorate of Ethics and Integrity
- Ministry of Internal Affairs
- Ministry of Justice and Constitutional Affairs
- Judicial Service Commission
- Uganda Human Rights Commission
- Electoral Commission
- UN Resident Coordinator's Office, Uganda
- UNDP Country Office, Uganda

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# FOREWORD



**RUTH NANKABIRWA**  
**GOVERNMENT CHIEF WHIP**

I appreciate the United Nations for facilitating Uganda's benchmarking mission to Ghana. I acknowledge Ms. Rosa Malango, the UN Resident Coordinator, for her leadership role and support given to the Uganda delegation, and the United Nations Development Programme (UNDP) for its continuous support to the Government of Uganda on strengthening democratic governance, peace building, and institutional effectiveness.

I thank the Government of Ghana and the UN in Ghana for hosting the Uganda delegation. Special thanks go to the UN Resident Coordinator in Ghana, Ms. Sylvia Lopez-Ekra, and the UNDP Ghana Country Office for coordinating the visit. We were delighted to meet and share with the United Nations Country Team (UNCT) on the national development stories of Ghana and Uganda.

It was also a great opportunity for us to meet the Hon. Mohammad Habibu Tijani, Deputy Minister for Foreign Affairs and Regional Integration; the Hon. Ambrose Dery, Minister of the Interior, the Chairpersons of the Ghana Electoral Commission and the National Commission for Civic Education; the President's Special Advisor on Sustainable Development Goals; and the leadership of Government institutions including the Office of the Attorney General and Ministry of Justice; National Peace Council; Commission on Human Rights and Administrative Justice, Ghana Police Service, and Ghana National Media Commission.

The delegation also met, and benefitted immensely from, several Civil Society Organizations (CSOs) including the Coalition of Domestic Election Observers (CODEO), Centre for Democracy Development (CDD), West African Centre for Counter Extremism, Foundation for Security and Development in Africa (FODSA), Ghana Anti-Corruption Coalition, and the Gender Centre for Empowering Development (GenCED). The collaborative approach adopted by Ghana CSOs in engaging with Government is exemplary.

The interactions with our counterparts in Ghana generated valuable lessons.

This report highlights major findings and recommendations to inform Government's efforts to strengthen national institutional mechanisms for Civic Education, Elections Administration, Peace Building and Coordination of the Sustainable Development Goals (SDGs).

For God and My Country.

# STATEMENT BY UNITED NATIONS RESIDENT COORDINATOR



**ROSA MALANGO**  
UN RESIDENT COORDINATOR

I thank UNDP Uganda for supporting this South-to-South Cooperation (SSC) visit to Ghana to share experiences on best practices in Electoral Administration, Peace Building, Civic Education, and coordination of the Sustainable Development Goals (SDGs).

This learning visit was made possible by the Government of Ghana, the UNDP Ghana Country Office under the leadership of Ms. Rokya Ye Dieng the Acting Resident Representative, and Ms. Sylvia Lopez-Ekra the Acting UN Resident Coordinator.

I was delighted to co-lead the Uganda delegation to Ghana together with Honourable Ruth Nankabirwa the Government Chief Whip. Ghana and Uganda share Pan African ideals and have both overcome a history of political crisis to enjoy decades of relative peace, stability and economic progress.

The visit to Ghana puts the South-South Cooperation into action, which focuses on critical governance issues which are key for sustainable development. The benchmarking mission gained valuable insights from Ghana's experience in implementing progressive electoral reforms; building a vibrant national civic education system; institutionalizing an inclusive and credible nationwide Infrastructure for Peace; and operationalizing national mechanisms for implementation of SDGs, including successful engagement with the private sector to mobilize local financing for the SDGs.

This report documents key findings, lessons and recommendations that I am pleased to commend to the Government of Uganda to inform current efforts in operationalizing the National Initiative for Civic Education, reviewing and amending the electoral legislation, strengthening the national peace architecture, and accelerating the implementation of Vision 2040 and SDGs.

I reaffirm the commitment of the United Nations to Uganda's development.

# MESSAGE FROM UNDP RESIDENT REPRESENTATIVE



**ELSIE ATTAFUAH**  
**RESIDENT REPRESENTATIVE**

Success stories in Africa offer potential home-grown solutions to persistent and complex development challenges that many African countries face. How African countries collaborate in sharing proven good practices can be an important accelerator and multiplier of Africa's transformation and prosperity of her peoples and the planet.

UNDP is the United Nations' largest global development network that advocates for change and connects countries to knowledge, experience and resources that help people build a better life for themselves. South-South Cooperation (SSC) is at the heart of UNDP's support aimed to help countries achieve their development goals.

UNDP works in about 170 countries and territories, helping to achieve the eradication of poverty, promote structural transformation and the reduction of inequalities. UNDP leverages this extensive country presence and close local partnerships to support country-led exchanges and partnerships in financing, technology, know-how, experience and expertise.

It is within this context of UNDP's role as a knowledge broker and thought leader, that the Country Office in Uganda facilitated the benchmarking visit to Ghana for the Government of Uganda delegation. The delegation was co-led by the Minister of General Duties in the Office of the Prime Minister, represented by the Government Chief Whip, Honourable Ruth Nankabirwa, and the UN Resident Coordinator Ms. Rosa Malango. The Ugandan delegation was a multidisciplinary team comprised of senior public officials from Office of the Prime Minister, and the Ministries responsible for Justice and Constitutional Affairs; Internal Affairs; Foreign Affairs; Information, Communication Technology and National Guidance. The delegation also included the leadership from the Uganda Police Force, the Uganda Electoral Commission, the Judicial Service Commission, the Uganda Human Rights Commission, as well as civil society represented through the National Initiative for Civic Education in Uganda and the Citizens Coalition for Electoral Democracy in Uganda; and think tanks represented by the Africa Strategic Leadership Centre and the Centre for Basic Research.



I am delighted to recommend this report to you. This report presents findings from Uganda's South-South Cooperation exchange mission to Ghana. This report provides valuable insights into Ghana's experience which are useful for Uganda, and indeed other African countries, to consider in discussions and decision making on how to organize national civic education, coordinate SDG delivery at the highest level in government, strengthen electoral processes, and evolve and inclusive and home-grown national architecture for peace building.

In line with Uganda's Vision 2040, which prioritizes good governance as the backbone for national transformation, and consistent with the Third National Development Plan that has underscored the need for "strengthening the role of the State in guiding and facilitating development", the recommendations of this benchmarking report will be instructive in efforts to operationalize Government's aspirations in building systems for good governance.

I would like to take this opportunity to thank the Governments of Uganda and Ghana for making this bilateral experience sharing possible. I thank the Right Honourable Ruhakana Rugunda, the Prime Minister of the Republic of Uganda, and Ms. Rosa Malango the UN Resident Coordinator for the collaboration between the Government of Uganda and the UN system in championing the transformative efforts around civic education, SDG delivery, democratization, and peace building.

I reaffirm the UNDP's commitment to supporting Uganda's transformational agenda. The outlook of UNDP's governance programme is anchored on promoting transformative and inclusive governance with a focus on building peaceful, just and inclusive societies that provide equal access to justice, build strong institutions, and empower citizens and non-state institutions to be accountable and demand inclusive and equitable services.

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## CHAPTER ONE

# INTRODUCTION

This report documents a South-South Cooperation (SSC) visit to Ghana by senior officials from the Government of Uganda and Civil Society to benchmark on best practices in electoral administration, peace building, civiceducation, and delivery of the Sustainable Development Goals (SDGs). UNDP's Inclusive and Effective Governance (IEG) Portfolio<sup>1</sup> supported the visit that took place on 17-21 June, 2019. The visit was coordinated by the United Nations Resident's Coordinator's Office in Uganda and counterpart Resident Coordinator's Office in Ghana with the UNDP Country Offices in Kampala and Accra facilitating the process.

## 1.1 Why Uganda chose Ghana for Benchmarking

Ghana was prioritized for the benchmarking mainly because of the significant strides she has made in democratization and economic progress. The choice of Ghana was further necessitated by the shared history that Ghana and Uganda have as part of the Commonwealth. They both have similar political systems with a long history of learning from each other on governance reforms and development. Ghana and Uganda share a lot in common, including: the Pan African ideals and aspirations; a similar history of violent political transitions; recent experiences of relative peace, stability and economic progress; significant progress in establishment of national coordination mechanisms for the implementation of SDGs.



<sup>1</sup> This includes the following three flagship programmes 2016 -2020: (a) Rule of Law and Constitutional Democracy, (b) Peace Security and System Resilience, and (c) Institutional Effectiveness.

More specifically, electoral reforms in Ghana have been progressive, happening both before or after major electoral activities. Ghana has robust electoral dispute resolution mechanisms and experiences in handling elections petitions and implementing court recommendations. Ghana has successfully built an effective national civic education system; and institutionalized a credible, inclusive and influential nationwide Infrastructure for Peace (I4P).

## 1.2 Composition of Ugandan Delegation

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The Uganda Team was led by the Hon. Ruth Nankabirwa, Member of Parliament, Minister and Government Chief Whip and H.E. Rosa Malango, the United Nations Resident Coordinator in Uganda. Hon. Nankabirwa represented Hon. Mary Okurut-Karoro, the Minister for General Duties in the Office of the Prime Minister, responsible for Coordinating Sustainable Development Goals (SDGs).

The team comprised senior officials from: Office of the Prime Minister, Ministry of Justice and Constitutional Affairs, Ministry of Internal Affairs, Ministry of Foreign Affairs, Ministry of Information, Communication Technology and National Guidance, Electoral Commission (EC), Judicial Service Commission, National Initiative for Civic Education (NICE-UG), Uganda Police Force (UPF), Centre for Basic Research (CBR), Citizens Coalition for Electoral Democracy in Uganda (CCEDU), Africa Strategic Leadership Centre, and the UNDP Country Office. **Annex 1: Ugandan Delegation to Ghana**

In the context of the South-South Cooperation role in generating knowledge for transformation of Africa's emerging economies, the visit to Ghana is an opportunity to put the South-South Cooperation into action on critical governance issues which are requisite for sustainability - what the 2030 global development agenda is all about.

## 1.3 Purpose of the Benchmarking

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The anticipated outcomes was to identify options for informing ongoing electoral processes in Uganda to reform and strengthen the delivery of elections, operationalize the national initiative for civic education, strengthen the national peace architecture, and accelerate SDGs.

## 1.4 Specific Objectives

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- i. To share, document and recommend best practices on electoral administration, peace building, civic education and delivery of the SDGs.
- ii. To establish strategic partnerships to foster continuous peer learning and exchange.
- iii. To recommend best practices for Uganda's ongoing electoral reforms, national dialogue and strengthening of the national peace architecture, implementation of the National Initiative on Civic Education (NICE-UG) and strengthening of the national SDG coordination processes<sup>2</sup>.

2 Policies and strategies to be informed by the best practices identified include: The National Civic Education Policy, National Guidance Policy, Peace Building and Conflict Transformation Policy, Electoral Reforms ahead of the 2021 general elections, and the ongoing design of the 3rd National Development Plan (NDP III), including the design of the next United Nations Sustainable Development Cooperation Framework (UNSDCF).

## 1.5 Areas of Focus

ELECTORAL ADMINISTRATION	CIVIC EDUCATION	PEACE BUILDING	DELIVERY OF SDGS
<ul style="list-style-type: none"> <li>• Comprehensive Voter education</li> <li>• Management of Voters' Register</li> <li>• Transmission of Election Results</li> <li>• Management of election related conflicts</li> <li>• Decentralization model of the Commission offices</li> <li>• Political Party relations</li> <li>• CSOs and Media relations</li> </ul>	<ul style="list-style-type: none"> <li>• Civic education in a multiparty democracy</li> <li>• Institutional framework for civic education</li> <li>• Inclusion and coordination of actors</li> <li>• Development and dissemination of civic education content</li> <li>• National interest, values, mindset change</li> <li>• Ideological transformation</li> <li>• Community/ mass mobilization</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional and coordination mechanisms</li> <li>• Mandates of players</li> <li>• Role of civil society, private sector</li> <li>• Root causes and resolutions to conflict in Ghana</li> <li>• Successes and challenges in implementation of peace infrastructure</li> <li>• Funding and Resource mobilization mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional mechanisms for coordination</li> <li>• Partnerships, resource mobilization and financing</li> <li>• Data process and reporting systems</li> <li>• The role of private sector</li> </ul>



## 1.6 Engagements in Ghana

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The Team met with Political Leaders (Ministers), Presidential Advisors, and Government and Civil Society officials in Ghana, drawn from the following institutions:



### Government Institutions

- Ministry of Foreign Affairs and Regional Integration (MoFARI)
- Ministry of Interior (MoI)
- Office of the President – SDG Secretariat
- Office of the Attorney General and Ministry of Justice (OAGMOJ)
- National Commission for Civic Education (NCCE)
- National Peace Council (NPC)
- Commission on Human Rights and Administrative Justice (CHRAJ)
- Ghana Electoral Commission (GEC)
- National Media Commission (NMC)
- Ghana Police Service (GPS)

### Civil Society Organizations

- Coalition of Domestic Election Observers (CODEO)
- Center for Democracy Development (CDD)
- West African Centre for Counter Extremism
- Foundation for Security and Development in Africa (FODSA)
- Ghana Anti-Corruption Coalition
- Gender Center for Empowering Development (GenCED)

### United Nations

- United Nations Country Team (UNCT) Ghana
- UNDP Ghana



The Uganda Delegation led by Hon. Ruth Nankabirwa, Government Chief Whip and H.E Rosa Malango the UN Resident Coordinator in Uganda meet with the Deputy Minister for Foreign Affairs and Regional Integration; Honourable Mohammad Habibu Tijani (MP) and his team



The Uganda Delegation led by Hon. Ruth Nankabirwa, Government Chief Whip and H.E Rosa Malango the UN Resident Coordinator in Uganda meet with the leadership of the Commission for Human Rights and Administrative Justice



The Uganda Delegation led by Hon. Ruth Nankabirwa, Government Chief Whip and H.E Rosa Malango the UN Resident Coordinator in Uganda meet with Ms Josephine Nkrumah, Chairperson of the National Commission for Civic Education (NCCE) and her Team



The Uganda Delegation led by Hon. Ruth Nankabirwa, Government Chief Whip and H.E Rosa Malango the UN Resident Coordinator in Uganda meet with Ms Jean Mensa, Chairperson of the Ghana Electoral Commission (GEC), with the GEC Leadership and Staff

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## CHAPTER TWO

# FINDINGS AND RECOMMENDATIONS

## 2.1 Civic Education

Interactions on Civic Education focused on civic education for nation building in a multiparty democracy; institutional framework for civic education; methodology for inclusivity, coordination of actors, and harmonization of content; development and dissemination of comprehensive, contextualized, sustained civic education content; national interest, values, mind-set change and common good; and ideological transformation, community and mass mobilization.

### 2.1.1 Findings and Lessons

#### Constitutional Mandate

The National Commission for Civic Education (NCCE) in Ghana is an independent Constitutional body with funding from Government consolidated fund. NCCE is also established by an Act of Parliament. In terms of jurisdiction, the Commission is mandated by law to be in every region and district in Ghana. Further, it is decentralized in municipalities. The main role of the Commission is to protect the Constitution from any form of abuse, for instance, violent transfer of political power is unacceptable. Civic Education covers civil rights and responsibilities: democracy, human rights, nationalism and patriotism, voter education, peace and conflict resolution, sustainable environment management, and global citizenship.

#### Independence

The National Commission for Civic Education is independent from any Government ministry.

The independence of the NCCE is entrenched in the Constitution and only changeable through a referendum. NCCE adopts a neutral approach to issues and is not subjected to any authority (above it). NCCE reports to Parliament annually. NCCE is governed by a Board of Seven Members who must not hold any other public office or belong to any political party.

#### Chairperson and Board

The Chairman of NCCE enjoys the same terms and conditions of service as a Justice of the Court of Appeal whereas Deputies of NCCE enjoy terms and conditions of service as justices of the High Court. The Chairperson and two (2) Deputies are permanent, entitled to four (4) part-time members, a full-time Secretary with 5 Directors for programmes, research, gender and equity, communications and corporate affairs. These are supported with 10-16 Regional Directors. Each district has a maximum of 9 staff, a good number of these should be effective in using local dialects.

## Partnership

For effectiveness, the Commission heavily relies on strategic partnerships and alliances. NCCE has vibrant partnerships with Government, the National Peace Council, Cultural leaders (Chieftaincy), CSOs, Media and Development Partners.

## Complementary role of the National Media Commission/Council

Ghana has a confident outfit of well-represented actors in the civic space, namely journalists, trade unionists, media owners, as well as other public and private actors. The composition allows key actors in the civic space to play strong roles in promoting national cohesion. The Media Commission were assertive in the role they play in the space of electoral and civic education. The close cooperation with the National Commission on Civic Education is an outstanding feature of the Council in Ghana.

## National identity

NCCE has identified and reignited a set of values that constitute national identity. This is providing a foundation for public education, reorientation of mind-sets and is a driver of national dialogue which is shaping the value system that is deliberately and intentionally taught in schools.

## Complementary roles on Voter Education

Electoral Commission in Ghana does not claim the sole mandate of electoral civic education in the country. The proximity of the Electoral Commission and the National Commission on Civic Education (both housed in same building) was an important observation. The two institutions with a very closely related mandate appreciate the complementarity of their work as opposed to being adversaries in competition for resources and space.

## Packaging of Civic Education messages and materials

NCCE explores all modes of communication to send messages across the nation. NCCE has a vibrant and well-equipped communication department that produces the messages in-house. In addition to the traditional communication methods, they have also used multi-media communication methods and have produced messages in simple audio and video documentaries and animated placards that are understandable by all citizens and are circulated on all media channels including social media. This helps to cut costs of constantly procuring for these materials.

## Research based civic education programme

Research is a critical NCCE function. The national civic education programme is based on an active research programme that documents and disseminates important evidence on issues relating to, for instance, matters of concern to the voters before the elections; assessments of the effectiveness of district assemblies (councils); and public opinion on corruption, accountability, environmental governance, etc.

## Role of Cultural and Religious Institutions

The chieftaincies, or cultural institutions, are key in mobilizing the people. Government institutions rely on these to reach grassroots. The presence of a strong and well-established institution of cultural leaders and an evident strong influence of the church are important factors to credit for blocks one can build on to achieve a comprehensive civic or electoral education.



### 2.1.2 Recommendations

- (i) Government to guide on where the National Initiative for Civic Education (NICE-UG) should be hosted and support efforts to fast-track the passage of the civic education policy.
- (ii) NICE-UG to fast-track the preparation of a national civic education programme to guide stakeholder mobilization and engagement, research and content development, and rollout of priority civic education projects.
- (iii) Government of Uganda to establish strong partnerships with Ghana for continued exchange on electoral reform, civic education, peace building, and implementation of SDGs.
- (iv) UN and Government to advocate for an East African or African Network of National Civic Education Agencies for knowledge exchange and advocacy.



The Uganda Delegation led by Hon. Ruth Nankabirwa, Government Chief Whip and H.E Rosa Malango the UN Resident Coordinator in Uganda meet Honourable Ambrose Dery (MP) and Minister of Interior



The Uganda Delegation Comprising of Staff of Office of the Prime Minister, Electoral Commission, Ministry of Internal Affairs, Ministry of ICT and National Guidance meet a Team from the National Media Commission



The Uganda Delegation led by Hon. Ruth Nankabirwa, Government Chief Whip and H.E Rosa Malango the UN Resident Coordinator in Uganda meet the Leadership of Ghana Police Service

## 2.2 Electoral Administration

The interactions on electoral administration focused on Voter Education strategies, management of the Voters' Register, transmission of Election Results, management of Conflicts, Decentralization model of the Commission offices, Political Party relations; and Civil Society Organizations and Media relations.

### 2.2.1 Findings and Lessons

#### Setup

Ghana Electoral Commission (GEC) is headed by a 7-Member Commission appointed by the President in consultation with the Council of State. Members are: a full-time Chairperson with two Deputies; and 4 part-time Commissioners. The tenure of senior leadership at Electoral Commission is pegged to that of Supreme Court justices. This is important in ensuring that an Executive who might be having interest in an election, would not use that privilege to assert undue influence on the Chairman or Vice Chairman of the Commission with a promise of renewal of the mandate.

GEC core values include: Transparency, Fairness and Integrity. GEC has decentralized electoral administration to 16 Regions and 270 Districts. Among the decentralized services is the packing of electoral materials. Materials are categorized into two; Security sensitive and non-security sensitive. After the procurement process is completed, security sensitive materials, especially ballot papers for every constituency, are sealed and parked in strong Green Canvas bags which are security-sealed by the EC and political parties' seals and are then kept in the Armoury at Police Stations. The non-security sensitive materials are distributed to

regional offices, and later to District offices (early enough), from where they are packaged into the respective ballot boxes of all polling stations at the constituency level.

#### Political Party Relations

GEC is responsible for registering Political Parties (PPs) and is mandated to annually inspect PPs Offices. GEC is also mandated to supervise PPs internal elections for National and Constituency Level Committees; while PPs normally request GEC to supervise their party primaries. GEC regularly engage the Political Parties directly and through the Interparty Coalition (IPAC) for confidence building and transparency, which has facilitated the sharing of information, clarification of issues resulting into conduct of peaceful elections. This platform has been instrumental in driving substantial reforms. The two major Political Parties, that is, New Patriotic Party (NPP) and National Democratic Congress (NDC), deploy Agents at all electoral activity centres including Polling Stations on Polling Day. Political Parties observe the production of ballot papers and packing of polling materials. They are allowed and their security seals on the polling kits.

#### Transmission of Election Results

At closure of voting, ballot boxes are opened, and votes counted at the Polling Station, Return Forms filled, including a Pink Form (Declaration of Results Form) which is signed by PP Agents. Thereafter, the returns are manually transmitted to the Constituency Collation (Tally) Centre where the Returning Officer carries the collation/tallying then manually transmits direct to the National Collation Centre in the case of Presidential Elections. The media plays a key in transmission of results –

Declaration Forms (Pink sheets) signed by all parties and made public.

### **The Incident and Public Order Management Manual (IPOMM)**

IPOMM is the main guiding tool for all police personnel on the management of incidents and public disorder relevant to every day policing is comprehensive, dynamic and has ensured uniformity in operations, reduced miscommunication. IPOMM is structured to provide direction and information to assist commanders, planners and advisors to prepare for and manage events, protect public safety/order. It is a set of step-by-step instructions compiled to assist in the standardization of Incident and Public Order Management operations. The ability of the police to protect the public is always under continuous scrutiny hence IPOMM provides principles and tactics to ensure that the Ghana Police Service (GPS) upholds its responsibilities in the highest standards of service. The manual remains a comprehensive guide on public order matters and evolves to meet future demands and challenges.

### **Voter Education**

Ghana Electoral Commission (GEC) conducts Voter Education Programmes to answer the Questions: What? When? Where? and How? on an activity-based approach. GEC is complimented by the National Commission for Civic Education (NCCE) which conducts Civic/Voter Education Programmes to answer mainly the Question: Why? GEC trains temporal voter educators who move in different locations like churches, mosques, markets, communities targeting various society groups like People with Disabilities (PwDs), Women, Youth and Elders and communicating in the local languages. The methodology used includes social media, TVs, posters, radios, performing artists and workshops. GEC engages key stakeholders including NCCE,

National Peace Council (NPC), Civil Society Organizations (CSOs), All Media, Chiefs and Political Parties/Candidates to ensure electoral messages reach out to all. Both Voter and Civic Education are mainly funded by Government with support from UNDP, EU, USAID, Ford Foundation, and Friedrich-Ebert-Stiftung.

### **Voter Register**

GEC uses Biometric Technology at registration centres throughout the country to capture details of voters such as fingerprints as a feature for identifying a voter. While Biometric Voter Identification Device (BVD) is used to identify voters on Polling Day by using the voters' thumbprint, a Voters' List is used to manually identify voters with the page and column highlighted for easy and quick reference. Voter Identification Cards are also used especially where BVD fails to scan the thumbprints. BVD is used to scan the bar code for every specific voter on the National Voters' Register. If the BVD machine fails to scan, a Manual Identification Form is filled by the voter to allow him/her to vote.

### **A strong civil society**

A strong civil society, including cultural institutions that collaboratively work with the Government, is a cornerstone for sustainable democracy. Ghanaian civil society has transformed from use of a confrontational approach to embracing a more collaborative approach of advancing their agenda.

### **Civil Society and Media Relations**

GEC trains the Media and CSOs to observe and report on elections. The Commission also works with Media Houses to disseminate voter education messages. CSOs deploy Observers at electoral activity centres including Polling Stations on Polling Day to closely follow the activities for transparency.

### Cultural leaders

The presence of a strong and well-established institution of cultural leaders and an evidently strong influence of religious institutions were important success factors. These provide major building blocks for comprehensive civic or Voter Education.

### Complementary role of the National Media Commission/Council

The National Media Commission is well-represented by actors in the civic space, namely: journalists, trade unionists, media owners, and public and private actors. The Commission is assertive in the role they play in the space of electoral and civic education. The close cooperation with the National Commission on Civic Education is an outstanding feature of the Council in Ghana.

### Timely implementation of Court Decision

Timely implementation of Court Decision from electoral petitions sustains a progressive path for Electoral Reform and facilitates democratic renewal. The Electoral Reform Committee, established in 2013, which resulted from a recommendation of Court, is tasked with scrutinizing all electoral laws, identifying grey areas and making proposals for reform. Some of the representatives on the Committee are from political parties and CSOs. The committee was very successful in shaping the policy resulting in the Pink Sheet (Declaration Form) that removed the secrecy around the declaration of results and opened the process of declaration of election results. The Pink Sheet (Declaration Form) is readily accessible and useable by all stakeholders to monitor polling in real-time.

### Early Voting

EC puts in place mechanisms to ensure that people involved in electoral administration and management exercise their right to vote by voting ahead of the polling day. The list of people to be involved is compiled and sent to the EC. Even though the allowed people vote, their votes are not counted until the polling day.

### Engagements with Political Parties

Regular engagements with Political Parties and Organizations, the Media, CSOs, Professional Associations, Women Groups, Youth, PwDs are key for building confidence and transparency. Early involvement of political parties and other players in the activities of the Electoral Commission is a key success factor for peaceful elections.

### Braille Ballot Papers

Ballot papers are inclusive and consider PwDs (the visually impaired).

### Challenges

EC and Parties still have a major challenge in achieving smooth intra-party elections. Although the EC is charged with regulation, supervision and receives audit reports of the political parties, challenges still exist. This is not an area of great strength of the EC and the parties. Whereas the Electoral Commission law requires that parties must have offices in 2/3 districts in all the 16 regions, the research and monitoring team regularly monitors this. While compliance is still low, no party has yet been deregistered on this account. Technology in running elections also remains a challenge.

### 2.2.3 Recommendations

- (i) Government to consider the following best practices in the ongoing electoral reforms:
  - a) Strengthening involvement of all political parties and other stakeholders in the various electoral processes such as voter registration, review of the register, printing of ballot papers and their transportation.
  - b) Strengthening voter education through leveraging the role of other mandated agencies on civic education and improving the balance between the use of formal and informal strategies.
  - c) Strengthening mechanisms for review and implementation of Court decision: an inclusive electoral review committee, and a broader interparty advisory platform could be helpful in building cohesion and supporting inclusive electoral reform.
  - d) Giving the media a role in transmission of election results (use of the declaration forms) could be explored.
  - e) Making it easier for security staff involved in electoral administration to exercise their right to vote by for instance enabling voting ahead of the polling day.
  - f) Strengthening mechanisms for regular engagements with various strata of society such as the Political Parties and Organizations, Media, CSO, Professional Associations, Women Groups, Youth, People with Disabilities (PwDs) key for building confidence and transparency. Early involvement of political parties and other players in the activities of the Electoral Commission is a key success factor for peaceful elections.
  - g) Consider introducing Braille Ballot Papers for the visually impaired voters.
- (ii) Government to strengthen regulations and guidelines for the implementation of the Public Order Management Act to enhance standardization of forcefield operations, reduce miscommunication, and raise Police compliance to established regulations and standard human rights requirements.
- (iii) Government to strengthen the role CSOs in the democratic process. Mechanisms to foster a more collaborative CSO-Government relationship should be explored through the National NGO Bureau. Ways should be explored on how to renew pacts between the Government and CSOs, for CSOs to be more research-based and establish mechanism to promote research and collaboration by CSOs.
- (iv) Government to strengthening bi-lateral collaboration/agreement between Uganda Police Force and Ghana Police Service.



## 2.3 Peace Building and Conflict Transformation

The interactions on electoral administration focused on the institutional framework for peace which included: the mandate of key players, the role of the civil society and the private sector, coordination mechanisms at all levels, and the policy guidelines for coordination of peace building and conflict transformation. The discussions also examined the root causes and solutions to conflict in Ghana, successes and challenges in implementing the peace architecture, funding mechanisms and resource mobilization strategies.

### 2.3.1 Findings and Lessons

#### The National Infrastructure for Peace

Ghana has setup a response mechanism with a peace infrastructure that runs from the National level, Regional, up to the District level, where conflict issues are managed.

The national peace architecture has been built from the bottom up. The National Peace Council traces its origins from the following process:

- Northern Ghana Peace Project (1995), was an initiative of Catholic Priests,
- resulted into the Centre for Conflict Transformation and Peace Studies (CECOTAPS), which was established to facilitate conflict resolution,
- the Nairobi Peace Initiative (NPI), with support from other CSOs facilitated mediation of the armed conflict,
- Northern Regional Peace Advisory Council (NORPAC), was then set up by the Northern Regional Peace Council,
- in 2005, Government attention was won with the Government prioritizing the formalization of the emerging peace processes and infrastructure,
- in 2006, a policy guide was developed and the National Peace Council (NPC) was set up in August 2006 but without supporting legislation,
- in November 2010, the Government introduced the NPC Bill which was enacted into law in May 2011 -the NPC Act, (Act 818).

#### National Peace Council Act (2011)

The National Infrastructure for Peace is anchored by a National Peace Council Act that was passed in 2011. The Act established the National Peace Council to promote peace in the country and to provide for related purposes. The objective of the Council is to facilitate and develop mechanisms for conflict prevention, management, resolution and to build sustainable peace in the country. Non-state mechanisms involving traditional chiefs and religious leaders are key pillars in the national infrastructure for peace.

**NPC Structure: includes Religious representatives (6) with each religious group electing its representative for a limited tenure;** traditional leaders (Chieftaincies) 1 from the National House of Chiefs; President's nominees – these are only 2 who are expected to be nonpartisan, with 1 woman representative; 2 nominees from identifiable groups such as NGOs, Bar Association, professional associations, among others; Representatives of Regional and District Peace Councils. Board members have no salary and receive no vehicle, but they get transport facilitation.

**The broad policy objective for the Peace Framework.** To enable and facilitate the development of mechanisms for co-operation among all the relevant stakeholders in peace building in Ghana by promoting cooperative problemsolving to conflicts and by institutionalizing the processes of response to conflicts to produce outcomes that lead to conflict transformation, social, political and religious reconciliation and transformative dialogues. Specific objectives include:

- Harmonizing peace building activities in Ghana through networking and coordination.
- Strengthening capacity of peace-building institutions and practitioners.
- Raising awareness on use of non-violent strategies in responding to conflicts.
- Building conflict prevention frameworks to monitor, report and offer indigenous perspectives, understanding and solutions to conflicts.
- Developing national and inter-group understanding on reconciliation, tolerance, trust, confidence building, mediation and dialogue as responses to conflict.
- Building capacity of chiefs, women and youth groups, civil society, community organizations, public institutions and other groups to participate in promoting and maintaining peace in the country.

**Sustainable peace building rests on a clear and strong institutional framework within which related interventions are implemented.**

Coordination of all players in peace building is paramount. A National Peace Training Manual is also important to ensure all partners train about the same thing in the country.

**Neutrality of the National Peace Council is critical for all parties to have confidence in it.**

The Council has a Board that comprises of key influential, trusted and respected leaders/ members of society, with high degree of integrity and without political allegiance. The Council is strictly nonpartisan and any appointee who has political affiliations is rejected and a new appointment is made accordingly. National Peace Council of Ghana is under the Ministry of Interior and reports to the Minister in charge. They have maintained their neutrality and independence. The Ministry does not interfere in the work of the Council. This ensures credibility of the peace initiatives and the parties respect both the process and the outcome.

**Strengths of National Peace Council is based on the following norms and practices:**

participation and inclusiveness in legislation - have representation from influential sections of the society particularly religious institutions, the cultural institutions, and civil society; regional and district mechanisms act as the early warning mechanism; there is limited executive power in appointment of members; limited tenure of office of members (4 years); the NPC Act encourages consensus building as first option; the option for co-option of persons who are specialists to the NPC allows for informed decision making, disclosure of interest, independence, confidentiality and nonpartisan politics.

**Continuous learning and improvement:** NPC continuously identifies areas for strengthening of the emerging Infrastructure for Peace (I4P). The following areas are being considered: national desire (consciousness) for peace – citizens, government, and opposition parties; existing social, traditional and religious structure to support infrastructure for peace; deepening stakeholder inclusion and

participation (politics, religion, CSOs, the Media, traditional groups, academia); tapping local and international expertise; encouraging independent, influential, credible, and fair-minded people to lead peace processes; insulating the infrastructure for peace from political manipulation; linking with regional initiatives for peace for instance, African Union (AU)'s Responsibility to Protect; and establishing a fund.

**Judicial Powers of chiefs/judicial powers (the Chieftaincy Act 1970):** The law provides for the traditional authorities to have judicial committees to adjudicate on disputes at their level. The regional house of chiefs and national house of chiefs are part of the judicial process but matters handled at this level can be appealed in the formal system where disputes are not resolved.

**Managing political transition is a challenge without a guiding law, and even more challenging without precedent.** Ghana is strengthening legislation on transition - the Administrator General in the Office of the Attorney General and Ministry of Justice (OAGMOJ) is working on guidelines for transition to support transition planning.

**Funding for Peace is a challenge:** The NPC is working on a peace fund. With UNDP support, a framework has been developed. Various development partners support Ghana's Infrastructure for Peace, these include USAID, UNDP, DANIDA, the Commonwealth Secretariat.

**Resources or clear funding mechanisms for the system must be in place, with the Government taking lead in identifying the necessary resources.** The same must be integrated into the National Development Plan. Ghana is looking at establishing a Peace Fund.

**Being reactionary to conflict is not sustainable.**

There should be an early warning system for conflict supported with functional structures on the group at regional and decentralized levels with strong links to Government security and mobilization systems at all levels.

**National Peace Council and Civic Education:**

NPC works closely with the NCCE on voter education and peace messaging. NPC created a platform for education of the public at the constituency level and has a programme that reach all the 200+ constituencies ahead of elections to propagative positive messages in supporting peaceful elections. The regional and district peace councils are an effective early warning mechanism. The coordination role of the NPC facilitates collaboration with the Electoral Commission and the National Commission for Civic Education in promoting dialogue and building tolerance.

### **2.3.2 Recommendations**

Based on the best practices in Ghana, the following can be considered to inform efforts in Uganda on strengthening the national peace architecture.

- (i) Government to evaluate and present options in the draft peace and conflict transformation policy on issues of coordination mechanisms, roles of religious and cultural institutions, inclusion of various stakeholders, linkages with other government bodies/initiatives such as EC, UHRC, NICE-UG, Security, governance mechanisms (creation of independent and impartial entity such as the NPC and arrangements for the subnational level), regional mechanisms, funding mechanisms, and legal implications/opportunities for the amendment of related policies and legislation such as (a) the Cultural and Traditional Institutions act, Culture Policy, (c) NGO Policy and Act, (d) the Amnesty Commission and other related policies and legislation.
- (ii) Office of the Prime Minister to share the findings and lessons from this benchmarking with key stakeholders. A monthly or quarterly meeting of all political parties in the country to influence mind-set change with a view to having a declaration that may cause all political parties to endorse a document undertaking never to incite violence or resort to violence. The underlying principles should be to inculcate the culture of tolerance.

## 2.4 Implementation of Sustainable Development Goals

### 2.4.1 Findings and Lessons

#### The SDG Advisory Unit in the Office of the President

The SDG Advisory Unit in the Office of the President supports the President in overseeing the implementation of SDGs in Ghana. When the President of Ghana was appointed as Co-Chair of the SDG Advocates Group, a technical anchor was needed to support the role. Streams of work of the SDG Advisory Unit include providing strategic policy advice to the President on SDGs which entails (a) equipping the President with knowledge on SDGs, (b) tracking engagements on SDGs across Ministries, Departments and Agencies (MDAs) to generate information for the President, (c) documentation for advocacy.

#### Priority areas identified by Ghana given the scope of SDGs

- Macroeconomic stability, strong institutions, and making government work.
- Data and innovation
- Leveraging the voice, knowledge, experience and innovation from the private sector
- Embracing innovative approaches to financing development
- Harnessing the youthful energy and ingenuity to drive the SDGs – recognizing that the youth have the greatest stake in the SDGs since they represent today and not only tomorrow.

#### National Architecture for SDG Coordination

Ghana has integrated SDGs into the national development framework. The coordination mechanism is made of three committees:

- High- Level Ministerial Committee** which is responsible for oversight, implementation and all the powerful ministers seat on this committee which meets once every 2 months. The UN Resident Coordinator is a co-opted as observer.
- The Implementation Coordination Committee** which includes the Government, Private sector and CSOs representation. The National Commission for Planning drives the work of this committee.
- The Technical Committee** which is mainly focussed on data and analytical work.

#### SDG Reporting

Ghana produced the SDG baseline report as well as the SDG baseline budget report. These reports support analysis on imbalances between budget and SDGs. This process has influenced the past two budget cycles in Ghana which have been driven by SDGs. National Voluntary Report. The SDG Advisory Unit prepared this report which is to be presented in New York. CSOs also prepare a Shadow Report.

#### SDG Investment Fair

Deliberately preparing SDG based bankable projects and bringing this to a market place is a good way to unlock private financing for SDGs. Strategic partnership between Government and Private Sector CEOs need a high-level platform. Ghana has done it at the Presidential level though the CEOs Breakfast Forum and CEOs Advisory Group on SDGs resulting into private sector financing instruments such as the SDG Delivery Fund where resources come from Companies' Corporate Social Responsibility Budgets - 100m USD is targeted, and

the Green Fund which is being designed to support the Government to achieve targets on green energy.

### Central role of the private sector

The private sector role is critical for the success of SDGs, like Ghana is doing. This role needs to be clearly mapped and interventions prioritized to:

- (a) Tap into the voice of businesses and bring it to bear on the SDGs, and:
- (b) Tap into the extensive best practices, innovations and resources that exist in the private sector.

### Getting Citizens on Board using events of national importance

Various innovative approaches are being used to engage citizens such as the popularizing the SDGs through digital platforms for engagement, partnering with national dailies on SDG infographics, taking SDGs to secondary schools. SDGs and Civic Education: the National Commission for Civic Education seats on the Technical Committee for Coordination of SDGs, as well as the platform for communication of SDGs.

### Challenges

Digital SDG tracking mechanisms lacking, the approach to linking policy to SDGs is not structured, and SDGs that need regional/continental frameworks such as on (environment, security, health, etc) need to be given priority and the necessary regional engagements.

### 2.4.2 Recommendations

Government of Uganda, through Office of the Prime Minister, Minister for General Duties responsible for SDGs, to consider the following:

- (i) Establish a mechanism for regular policy advice to the President and Cabinet on SDGs
- (ii) Facilitate high-level Presidential engagements in building strategic partnerships with the private sector, civil society and global networks on issues of innovation and financing for SDGs.
- (iii) Prioritize the private sector and put in place a process to prepare SDG-based bankable projects and bring these to a market place to unlock private financing for SDG.
- (iv) Strengthen the Presidential Investors Round Table (PIRT) to also provide a platform for resource mobilization for sustainable development.
- (v) Establish a collaboration between Uganda's SDG Secretariat and Ghana's SDG Advisory Unit to facilitate continued knowledge exchange.



 **ALS**

**3** GOOD HEALTH  
AND WELL-BEING



**6** CLEAN WATER  
AND SANITATION



**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION





The Uganda Delegation led by Hon. Ruth Nankabirwa, Government Chief Whip and H.E Rosa Malango the UN Resident Coordinator in Uganda meet Dr Eugene Owusu, Special Advisor to the President on the SDGs, SDG Advisory Unit, Office of the President



The Uganda Delegation led by Hon. Ruth Nankabirwa, Government Chief Whip and H.E Rosa Malango the UN Resident Coordinator in Uganda meet Dr Eugene Owusu, Special Advisor to the President on the SDGs, SDG Advisory

At the Ministry of Foreign Affairs, From Right to Left: Mr. Julius Mucunguzi the Senior Communications Advisor to the Prime Minister; Hon Ruth Nankabirwa, Government Chief Whip; H.E. Sylvia Lopez-Ekra, UN Resident Coordinator in Ghana (a.i); Ms Rokya Ye Dieng, UNDP Resident Representative a.i Ghana; and H.E Rosa Malango the UN Resident Coordinator in Uganda; Ms Nana Chinbuah, Head of Governance and Peacebuilding Cluster, UNDP Ghana; Innocent Fred Ejolu, Team Leader, Institutional Effectiveness Programme – UNDP Uganda





**ANNEX:**

# UGANDA DELEGATION ON BENCHMARKING TO GHANA

**ELECTORAL ADMINISTRATION****CIVIC EDUCATION****PEACE BUILDING****CROSS CUTTING THEME – ACHIEVING THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)**

1. Ms Rosa Malango, United Nations Resident Coordinator, Uganda
2. Hon. Ruth Nankabirwa, Government Chief Whip, Office of the Prime Minister
3. Mr. Innocent Ejolu, Team Leader Institutional Effectiveness (IE), UNDP Uganda Country Office
4. Haddijah Nabbale, Programme Officer Rule of Law and Constitutional Democracy (RLCD), UNDP Uganda Country Office

**ELECTORAL COMMISSION**

5. Ms. Etomaru Nathaline, Commissioner
6. Mr. Mulekwah R.J. Leonard, Director Operations
7. Mr. Mashate Charles, Head Voter Education and Training

**MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS**

8. Allen Uwamariya Bucyana, Senior State Attorney

**UGANDA POLICE FORCE**

9. Ms. Teddy Okoyo, Senior Superintendent of Police/In Charge Planning Operations for elections

**JUDICIAL SERVICE COMMISSION**

10. His Worship Ronald Sekagya, Registrar

**NATIONAL INITIATIVE FOR CIVIC EDUCATION (NICE-UG)**

11. Mr. Joseph N. Biribonwa, Chairman to the Board
12. Mr. Crispin Kaheru, Secretary to the Board
13. Ms. Christine Nakiryia, Secretariat

**OFFICE OF THE PRIME MINISTER**

14. Mr. Julius Mucunguzi, Prime Minister's Communication Advisor
15. Ms. Rose Nakabugo Assistant Commissioner /Disaster Management (in charge peace desk)

**MINISTRY OF INFORMATION, ICT AND NATIONAL GUIDANCE**

16. Mr. John Oyambi – Principal National Guidance Officer also in charge of Civic Education program MoICT & National Guidance,

**CIVIL SOCIETY/ACADEMIA**

17. Mr. Awel Uwihanganye, Africa Strategic Leadership Centre/ Director Government-Citizen Interaction Center, Ministry of Information
18. Dr. Simba Sallie Kayunga, Executive Director, Center for Basic Research (CBR)/Lecturer Makerere University

**MINISTRY OF INTERNAL AFFAIRS**

19. Major. Patrick Mafabi, Focal point for Prevention & Countering Violent Extremism

**MINISTRY OF FOREIGN AFFAIRS**

20. Dr. Namutebi Edith Nsubuga, Counselor, Regional Peace and Security Department







# PARTNERS IN GHANA



**MINISTRY OF JUSTICE  
& ATTORNEY-GENERAL'S  
DEPARTMENT**



**NATIONAL PEACE  
COUNCIL**



REPUBLIC OF GHANA



CHRAJ Ghana



**CODEO GHANA**  
Coalition of Domestic Election Observers



Gender Center for Empowering Development



**Ghana Center for  
Democratic Development**



Ghana Anti-Corruption Coalition



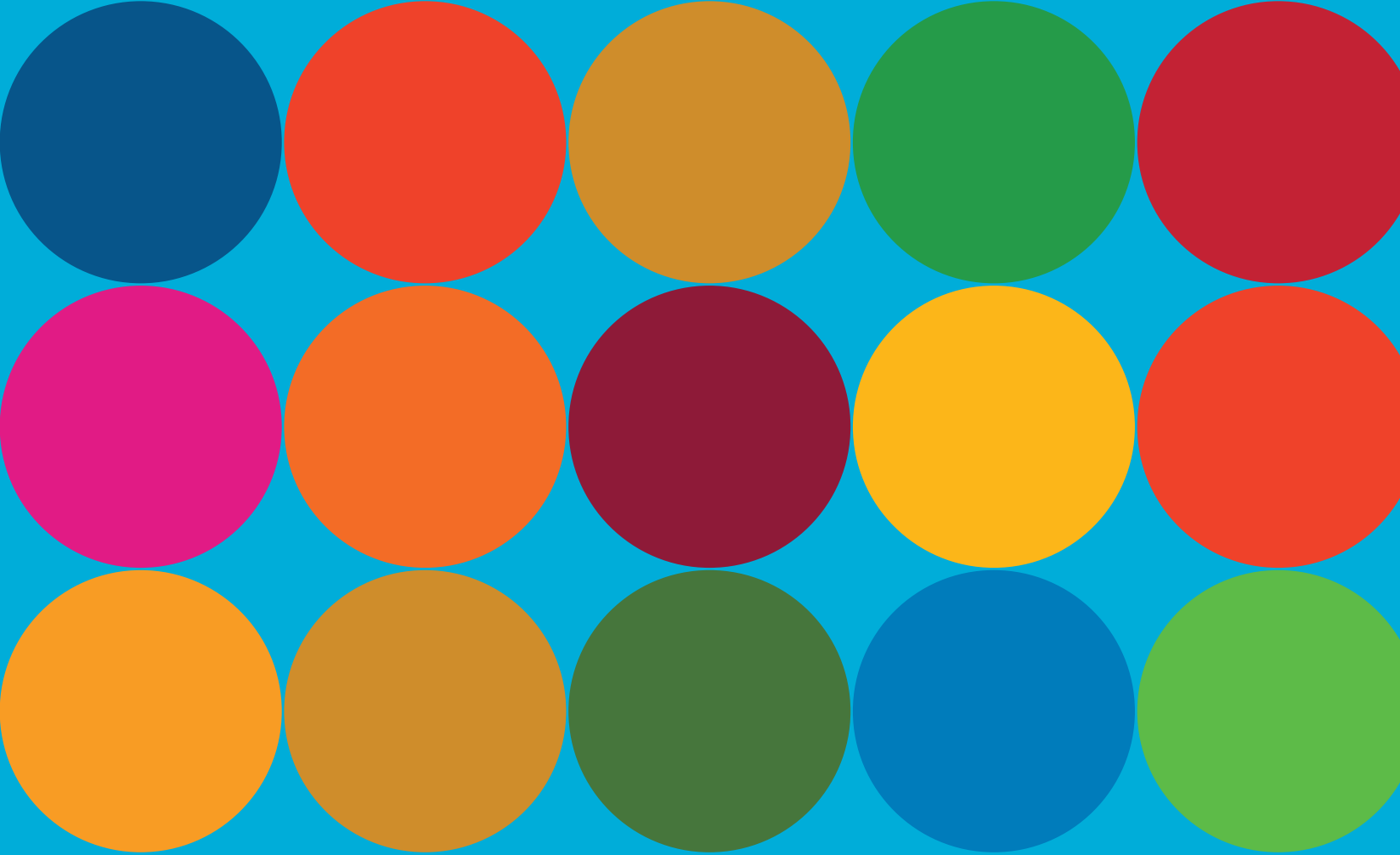
**FOSDPA**  
FOUNDATION FOR SECURITY  
& DEVELOPMENT IN AFRICA




**WACCE**

Challenging Extremism. Promoting Pluralism. Inspiring Change





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