



NATIONAL COMMISSION
FOR CIVIC EDUCATION

DRAFT

NCCE MEDIUM-TERM DEVELOPMENT POLICY FRAMEWORK 2018 – 2021

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Acronyms

<i>APR</i>	-	<i>Annual Progressive Report</i>
<i>AAP</i>	-	<i>Annual Action Plan</i>
<i>ARAP</i>	-	<i>Anti-corruption, Rule of Law and Accountability Program</i>
<i>DP</i>	-	<i>Development Partners</i>
<i>EC</i>	-	<i>Electoral Commission</i>
<i>FGDs</i>	-	<i>Focus Group Discussions</i>
<i>ICT</i>	-	<i>Information & Communication Technology</i>
<i>IGI</i>	-	<i>Independent Governance Institutions</i>
<i>GSGDA</i>	-	<i>Ghana Share Growth Development Agenda</i>
<i>M&ED</i>	-	<i>Monitoring and Evaluation Division</i>
<i>NDPC</i>	-	<i>National Development Planning Commission</i>

<i>NMC</i>	-	<i>National Media Commission</i>
<i>MMDA</i>	-	<i>Metropolitan, Municipal and District Assemblies</i>
<i>MDGs</i>	-	<i>Millennium Development Goals</i>
<i>MTDPF</i>	-	<i>Medium-Term Development Plan Framework</i>
<i>NMTDPF</i>	-	<i>National Medium Term Development Policy Framework</i>
<i>NCCE</i>	-	<i>National Commission for Civic Education</i>
<i>PBMED</i>	-	<i>Policy, Budget, Monitoring and Evaluation Department</i>
<i>PPMED</i>	-	<i>Policy Planning, Monitoring and Evaluation Department</i>
<i>PPP</i>	-	<i>Public, Private Partnership</i>
<i>SDGs</i>	-	<i>Sustainable Development Goals</i>

EXECUTIVE SUMMARY

1. BACKGROUND

The National Commission for Civic Education (NCCE) established by Act, 1993 (Act 452) is mandated amongst other functions to create and sustain within the society the awareness of the principles and objectives of the 1992 Constitution as the fundamental law of Ghana. The NCCE has since 1994 continuously plays key roles in enhancing the culture of transparent, responsive and accountable governance. Specifically, NCCE contributes to the social and political development of the country by providing the requisite education and sensitization which encourage many citizens to exercise their civic rights and responsibilities. The key focus areas for education include:

- Citizens' participation in the electoral process
- Citizens' participation in community/local development
- Women's empowerment to participate in political development
- The promotion and protection of the rights of children, the vulnerable, marginalized and the excluded in society
- Collaboration with other stakeholders to reduce indiscipline in the society
- Environmental Governance
-

The NCCE, recognizing the broad challenges and demands of democracy, encourages partnership and collaboration with MDAs, MMDAs, CSOs and other institutions in the implementation of cross cutting issues such as HIV/AIDs, Gender Mainstreaming, Peace and Conflict Resolution Measures, Revenue Generation and Tax Education, sustaining environmental integrity and reducing environmental degradation, general mobilization for national development and the implementation of Sustainable Development Goals (SDGs).

2. STRATEGIC DIRECTION

The NCCE Medium-Term Development Plan is derived from the National Medium-Term Development Policy Framework (NMT-DP 2018-2021) provided by the National Development Planning Commission with the reviewed effort over the years to position the NCCE as an independent constitutional body with the *goal to making a significant number of Ghanaians attain awareness of their civic rights and responsibilities for the achievement of democracy.*

The NCCE's Medium Term Development Plan (M-TDP) has been an outcome of consultations and participation of the Commission, (Directors both at the headquarters and the region), and key individuals of the institution.

3. FORM AND STRUCTURE

NCCE's M-TDP is divided into seven chapters.

Chapters 1-4 deal with institutional performance under the thematic area ***Governance, Corruption and Public Accountability*** as outlined in the NMTDPF (2018-2021). These first 4 chapters outline development problems/issues linked to the appropriate thematic areas of the Framework, set out the development goals, policy objectives and strategies consistent with the national goals of governance, corruption and public accountability towards achieving the Sustainable Development Goals (SDGs) and African Union (AU) Agenda 2063, also, issues of governance, corruption and accountability as well as cross-cutting issues including HIV/AIDS, Gender & Women/Children's Rights, Rights of Persons with Disability, reducing environmental degradation and sustaining environmental integrity of our natural resources are all captured in these chapters. Further, the Commission identifies its potential collaborators and sponsors from joint programmes formulation and implementation based on the broad sector development agenda and indicates this in its financial plan/budget for the period 2018 – 2021. ***The estimated total resources required to implement the NCCE MTDPF (2018-2021) is GH¢101,785,000.00 (One Hundred One Million, Seven Hundred and Eighty-Five Thousand Ghana Cedis) (programmes and activities and procurement of logistics for effective civic education delivery). The total cost for compensation of employees for service delivery is GH¢212,989,874 (Two Hundred and Twelve Million, Nine Hundred and Eighty-Nine Thousand, Eight Hundred and Seventy-Four Ghana Cedis).***

Chapters 5-7 discuss the NCCE Annual Action Plan, establish linkages to NCCE Annual Operational Budget and National Budget. These chapters reinforce the need for monitoring and evaluation in the NCCE to serve as an internal mechanism for ensuring effective management of resources and achievement of set policy objectives and goals. NCCE's Communication strategy for greater impact on society using Information and Communication Technology (ICT) is also captured under chapter 7 of this document.

CHAPTER 1

1.0 INTRODUCTION

Step 1.1: Mandate

NCCE mandate as stated in Chapter 19, Articles 231 – 239 of the 1992 Constitution and Act 452 of 1993 is to create and promote through civic education, an understanding and commitment to democracy and inculcate in the citizenry the awareness of their rights and obligations including the responsibility of defending the Constitution against all forms of abuse and violations. The specific functions of NCCE as stated in Section 2 of Act 452 are to: -

- a. Create and sustain within the society, the awareness of the principles and objectives of the constitution as the fundamental law;
- b. Educate and encourage the public to defend the constitution at all times, against all forms of abuse and violation;
- c. Formulate for the consideration of Government, programmes at the national, regional and district levels to realize the objectives of the constitution;
- d. Formulate, implement and oversee programmes intended to inculcate in the citizens an awareness of their civic responsibilities and an appreciation of the rights and obligations of citizens;
- e. Assess for the information of Government, the limitations to the achievement of true democracy arising from the existing inequalities between different strata of the population and make recommendations for re-dressing these inequalities;

Step 1.2. VISION

The vision of the NCCE is to be an *effective Independent Governance Institution (IGIs) delivering civic education to all Ghanaians and working towards sustaining Ghana's Democracy.*

Step 1.3. MISSION

The mission of the Commission is *to promote and sustain democracy and inculcate in the Ghanaian citizenry the awareness of their rights and obligations through civic education.*

CHAPTER 2

PERFORMANCE REVIEW

INTRODUCTION

Institutional performance of a key Independent Governance Institution such as the NCCE is determined and/or influenced by a number of very critical factors including:

- ✚ The right mix of the human resource available to the institution
- ✚ Capacity to identify the needs of the clientele i.e. the citizenry towards effective governance at all levels
- ✚ Capacity of the human resource to develop and apply the appropriate approaches to delivering service
- ✚ Availability of financial and material resources to back the efforts of human resource
- ✚ The right institutional framework for organizational effectiveness
- ✚ Logistical needs i.e. permanent accommodation for head office, regional and district offices, adequate office space and public education equipment as well as an efficient and adequate fleet of vehicles

Performance of the NCCE within the period of review (2014-2017) has therefore been influenced to a large extent by these factors within the framework of the New Medium-Term Development Policy Framework (MTEF).

Under the key focus area of **Transparent, Responsive and Accountable Governance** the NCCE, within the period 2014-2017 developed a number of strategies to transform the policy issues into activities whose outcomes were meant to achieve the set goals. These strategies were the following: -

1. Strengthen and promote the culture of rights and responsibilities as fundamental principles of democracy
2. To improve the balance of power among Arms of Government, Governance Institutions and their functioning

The year by year performance of the NCCE from 2014-2017 is therefore analyzed below to show details of strategies and corresponding activities given the financial and material resources that were made available to the Commission within the period 2014-2017: -

Table 1 - PERFORMANCE OF NCCE (2014 – 2017)

Period	Thematic Area: TRANSPARENT, RESPONSIVE AND ACCOUNTABLE GOVERNANCE						
	Policy Objective: Deepening the Practice of Democracy and Institutional Reform						
				Indicators			Remarks
	Programmes	Sub-Programme	Activities	Baseline (2013)	MTDP Target (2014-2017)	Achievements	
2014	Civic Education & Democracy	Community sensitisation/ Media engagements/ School Based Civic Edu School-based civic education	84 Community Durbars & 14 Stakeholders' meetings on menace of Child Early and Forced Marriages (CEFM) in Ghana. Over 30,000 community activities carried out by district offices across the country. 4 CEFM Zonal Media workshops for 50 participants each in Tamale, Kumasi, Takoradi, and Akosombo 10 Regional workshops for APRM Oversight Committees 10 Project Citizen ¹ showcases for 4 schools each on the Child Early/Forced marriages held in ten regional capitals. 5,000 basic schools across the country sensitised on the theme "Discipline among the Youth and the Respect for the Pillars of our Democracy"	105,000 activities	400,000 activities	Digitisation of Project Citizen and E-Constitution Game	All these activities were carried out in the face of financial constraints as a result of delayed and inadequate budgetary release
2015		Public Dialogue series	3 Dialogues/Discussions held in Accra on the topics "Assessing the Effectiveness of Parliament" "Assessing the Effectiveness of District Assemblies" and				

¹ **Project Citizen** is one of NCCE school-based strategy that focuses on training students on how to develop a public policy to deal with a specific problem in the community and the to recommend of that policy to the appropriate government or governmental agency.

			<p>“Assessing the Effectiveness of the Ghanaian Media”</p> <p>185 staff of NCCE benefited from a capacity building workshop on the Constitution Review Implementation process organised.</p>				
2016	2016 Election Education	Community sensitisation/ Media engagements/Dialogues/ Stakeholder Consultations School Based Civic Edu	<p>13,000 community durbars/Public forums on non-violent elections</p> <p>45 workshops for Political Party Youth Activists</p> <p>1 Presidential Debate live on GTV</p> <p>257 Parliamentary candidates debate across the country</p> <p>442 Inter-party Dialogue Committee (IPDC) Meetings on non-violent elections.</p>			<p>NCCE held meetings with the two living former presidents viz. HE Flt. Lt. JJ Rawlings and HE JA Kuffour and the top leaderships of all the political parties</p> <p>Successfully organised Presidential Candidates’ debate which carried live on various TV stations</p>	
2017	Anti-corruption and Rule of Law	Research Community/Media	<p>1 Survey on Public Perception on the State of Corruption in Ghana</p> <p>8,000 community campaigns on tax compliance</p>				
	Thematic Area: TRANSPARENT, RESPONSIVE AND ACCOUNTABLE GOVERNANCE						
	Policy Objective: Strengthening Local Governance and Decentralisation						
	Popular Participation						
2015		Community sensitisation/ Media engagements/Dialogues/ Stakeholder Consultations School Based Civic Edu	<p>216 districts offices carried out stakeholder engagements and admonished qualified people to file for DLs nominations.</p> <p>250 community durbars carried out nationwide and educated people on the relevance of the District Assembly concept.</p>				
2016			<p>83 stakeholder discussions on the structures, roles and functions of the District Assemblies.</p>			<p>Successfully held public forums for communities to interact with local government representatives especially in newly created districts</p>	
2017							

THEMATIC AREA: TRANSPARENT, RESPONSIVE AND ACCOUNTABLE GOVERNANCE										
POLICY OBJECTIVE: TO IMPROVE THE BALANCE OF POWER AMONG ARMS OF GOVERNMENT, GOVERNANCE INSTITUTIONS AND THEIR FUNCTIONING										
PROGRAMME	SUB-PROGRAMME	BROAD PROJECT ACTIVITY	PERIOD				INDICATOR			REMARKS
			2014	2015	2016	2017	BASELINE (2013)	MTDP TARGET (2014-2017)	ACHIEVEMENT	
Management and Administration	General Administration and Human Resource	Capacity building of staff for effective service delivery	20%	20%	15%	15%	15%	30%	85% of staff trained	Supported by EU
		Improved Internal Staff Auditing	50	227	227	227	50			
		Improvement in office infrastructure	20%	20%	20%	30%	10	30%		Financial constraints
	Finance	Preparation of annual budget estimates	31 st Aug	31 st Aug	31 st Aug	31 st Aug	31 st Aug		100% achieved	
		Preparation of financial reports	4	4	4	4	4	4	100% achieved	
		Responding to audit reports	Annually	Annually	Annually	Annually	Annually		Responded to all external audit	
		Conduct audit at the Head Office, Regions and District	6	6	6	6	6	100%	100% achieved	Extracted from annual audit plan

	Research, Gender and Equality/Monitoring & Evaluation	Assessment of information on limitations to true constitutional democracy	1	1	1	1	1	3		Research reports were produced
		Gender equality, Disabled and the Vulnerable in society and human rights in attainment of Sustainable Development Goals	2	2	2	3	1	4	Carried out public education on the menace of child early and forced marriages Encouraged women and people with special needs to contest the 2015 DLEs	
		Monitoring and Evaluation reports produced	1	1	1	1	1	2		
	Communication and Corporate Affairs	Improved media visibility	3,978				3000	5000 audience		
		Improved image and increased publicity								

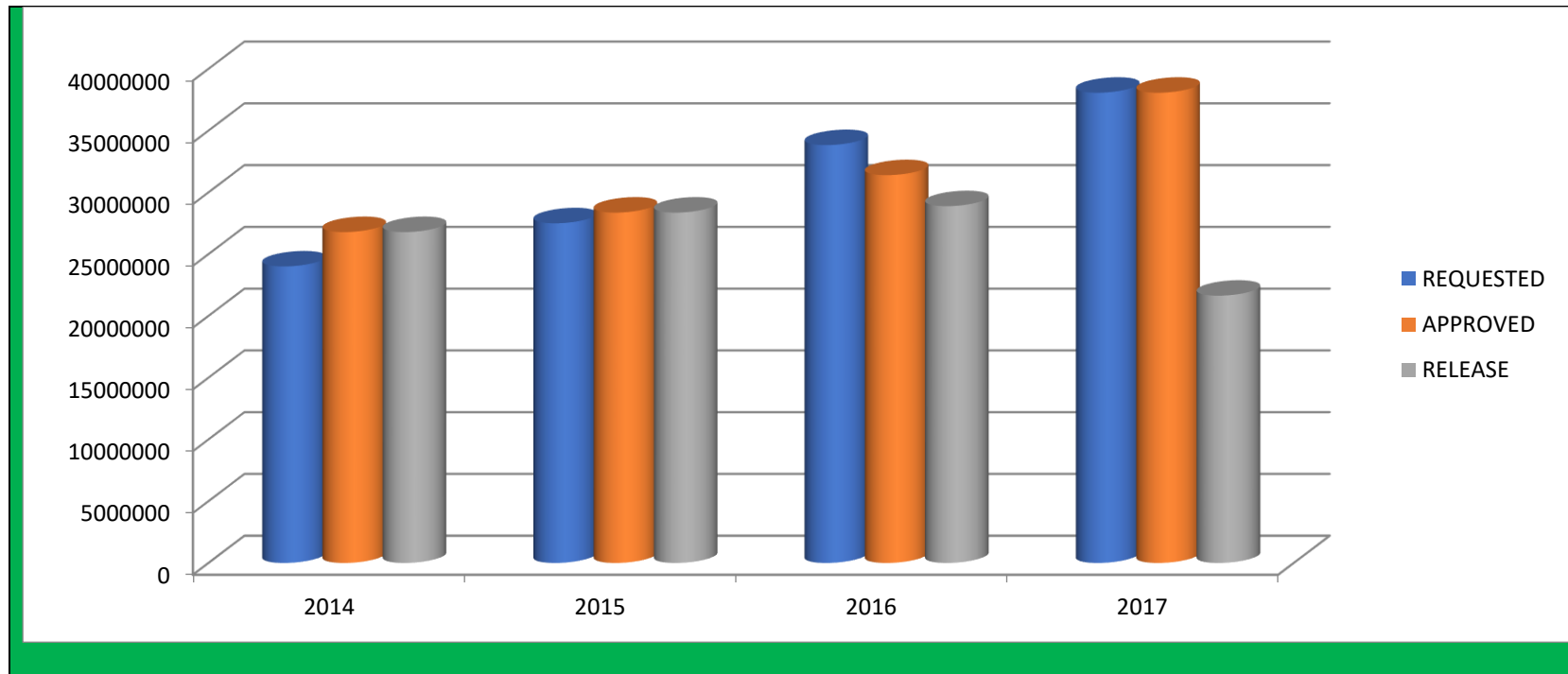
Table 2 - Income and Expenditure 2014-2017

YEAR	REQUESTED A GH¢	APPROVED B GH¢	RELEASE C GH¢	DEVIATION (A-C) GH¢	ACTUAL EXPENDITURE D (GH¢)	VARIANCE (C-D) GH¢
COMPENSATION OF EMPLOYEES						
2014	24,003,989	26,786,606	26,786,606	(2,782,617)	26,786,606	-
2015	27,498,349	28,363,007	28,363,007	(864,658)	28,363,007	-
2016	33,827,960	31,394,424	28,883,593	4,944,367	28,883,593	-
2017	38,067,229	38,067,229	21,637,347	16,429,882	21,637,347	-
CAPITAL EXPENDITURE (CAPEX)						
YEAR						
2014	3,908,000	1,238,738.09	-	3,908,000	-	
2015	3,397,000	968,168	968,168	2,428,832	968,168	968,168
2016	834,936	-	-	-	-	
2017	4,500,000	2,000,000	-	4,500,000	-	

GOODS AND SERVICE						
YEAR						
2014	5,774,000	1,238,738	1,238,738	4,535,262	1,238,738	
2015	3,658,000	839,585	839,585	2,818,415	839,585	
2016	4,334,476	1,158,154	1,358,128	(2,976,348)	1,358,128	
2017	5,896,265	2,884,548	1,124,237	4,772,028	1,124,237	1,124,237

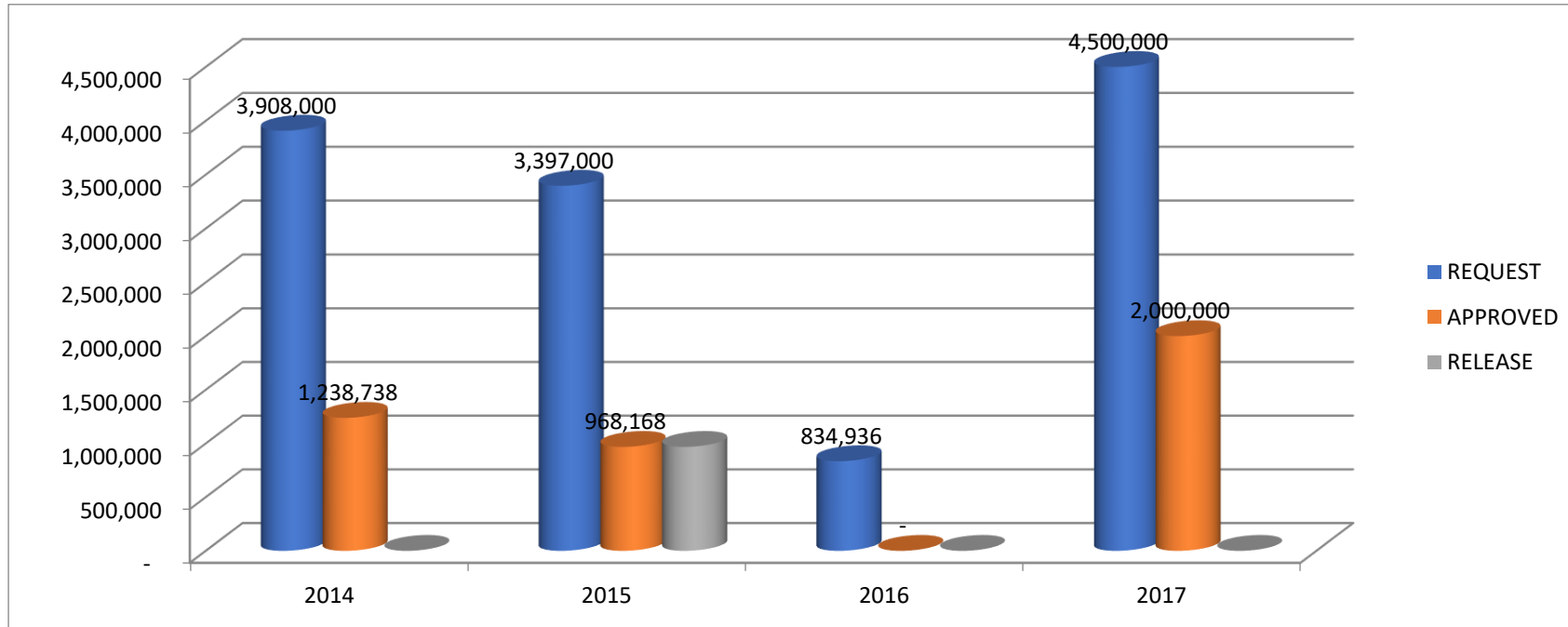
Source: NCCE Annual Financial Report – (2014-2017)

Graphical illustration of Compensation of Employee – GoG



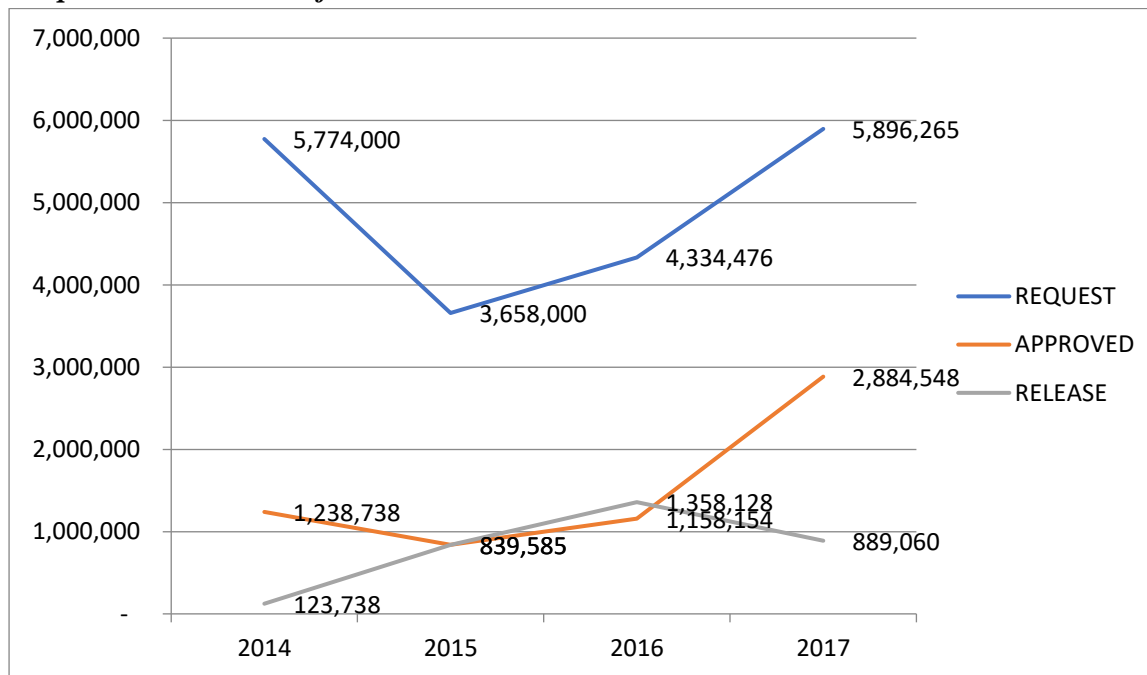
Source: NCCE Annual Financial Reports – (2014-2017)

Graphical illustration of Capital Expenditure - Capex – GoG



Source: NCCE Annual Financial Reports – (2014-2017)

Graphical illustration of Goods and Service – GoG



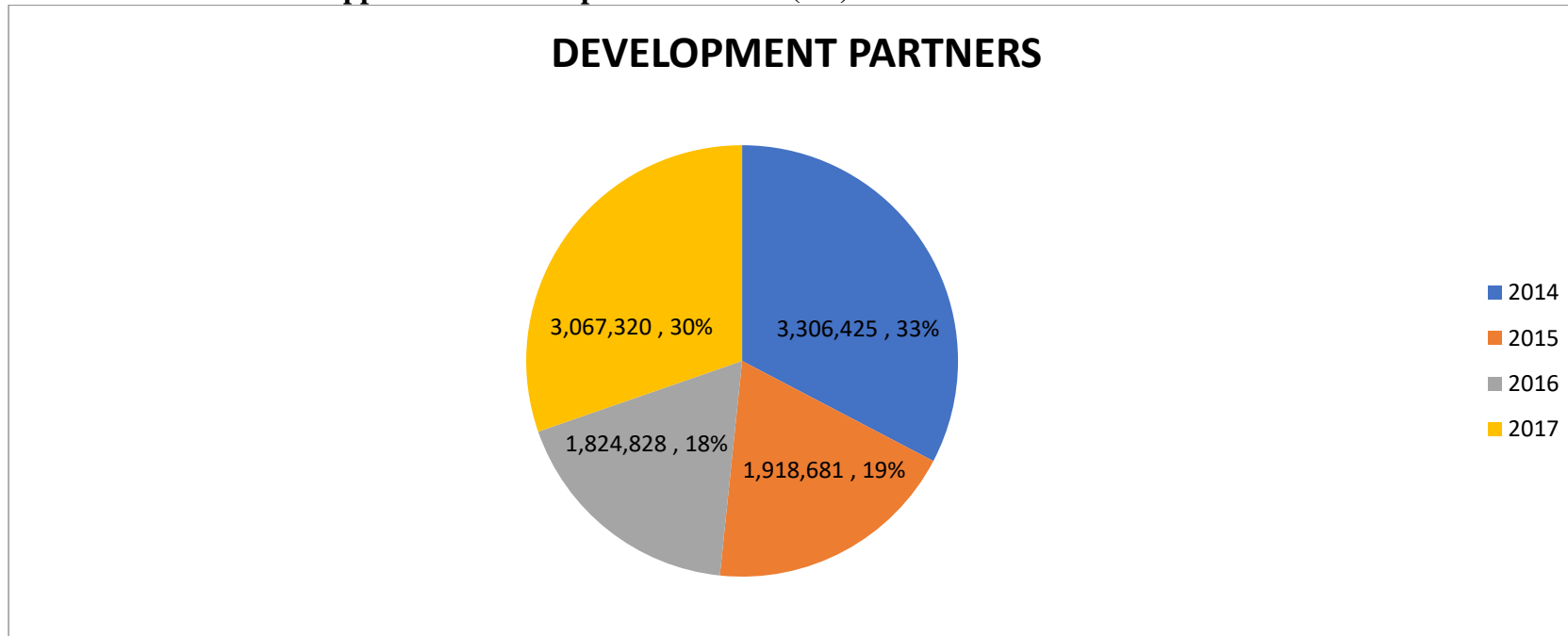
Source: NCCE Annual Financial Reports – (2014-2017)

Table 3 - ALL OTHER SOURCES OF FINANCIAL RESOURCES TO NCCE

SOURCE	2014 (GH¢)			2015 (GH¢)			2016 (GH¢)			2017 (GH¢)		
	PLANNED	ACTUAL RECEIVED	VARIANCE	PLANNED	ACTUAL RECEIVED	VARIANCE	PLANNED	ACTUAL RECEIVED	VARIANCE	PLANNED	ACTUAL RECEIVED	VARIANCE
GoG												
DONORS												
EU		3,098,324			1,813,681			1,160,030			2,675,504	
UNICEF								526,288			139,298	
SSNIT								50,000			-	
UNESCO		500						39,760			8,720	
UNDP								48,750				
GCB		374.40			50,000						5,000	
SG-SSB					20,000							
CDD GHANA												

					20,000							
UBA		15,544.75										
ADB		3,000										
HANNS SEIDEL		106,650										
CANADIAN EMBASSY		72,032.30										
GHANA REINSURANC E		10,000			15,000							
GHACEM											20,000	
NEWMONT											18,000	
MALARIA CONTROL											184,798	
MEDIA COALITION											16,000	
OTHERS											100,000	
TOTAL		3,306,425			1,918,681			1,824,828			3,167,320	

Illustration of financial support from Development Partners (DP)



Source: NCCE Annual Financial Reports – (2014-2017)

CHAPTER 3

ANALYSIS OF EXISTING SITUATION/PROFILE OF NCCE

As indicated earlier in chapter 2, performance is an index of factors including availability of funds, materials, infrastructure, working environment on one side and the right mix of the appropriate human resource base.

It is the right blend of the two forms of resources that generates expected results. It is important at this point, therefore, to discuss/analyze the conditions under which the NCCE performed within the period under review. Consequently, this chapter seeks to define the profile of the current situation in terms of office accommodation and infrastructure, logistics and materials, and human resource.

Step 3.1 Institutional Capacity Needs

a) Office and related infrastructure

Although NCCE plays a key role in consolidating democracy in Ghana, it has no permanent office facilities for its Head Office. The present head office location of NCCE, within the Electoral Commission building, is inadequate and makes effective delivery of work challenging. Staff have no offices as most share the limited space provided within the Electoral Commission building: over 120 staff share eight rooms. There are no facilities for storage and maintenance of files, materials and information. Most NCCE staff have no access to rest rooms.

Whilst a large number of the Commission's offices are in the Regional and District Administration blocks, others operate from rented premises with very high rental charges. In view of the low budgetary allocation, a number of offices have defaulted in rent payment and are under threat of eviction. It is also important to note that some of the Regional and District Offices have been unable to honor utility bills including electricity, water, telephones and internet. Consequently, utility providers have disconnected such facilities rendering a non-conducive working environment. It is equally important to state that some of our district offices have been allocated to us by the District Assemblies and this has lessened the burden of rent payment for office accommodation. Most of our Regional and District Directors lack duty posts and are saddled with high rent advances being demanded by landlords.

Table 4 - Office Accommodation

Cost Centre	Districts			Regions		Office under construction
	Rented	Own Property	Non-Rented	Rented	Non-Rented	
Head Office Annex	1	-	-	1	-	-
Gt. Accra	7	-	13	-	1	-
Eastern	7	-	19	1	-	-
Western	2	-	21	-	1	-
Ashanti	3	-	26	-	1	-
Brong Ahafo	2	-	29	-	1	-
Northern	2	-	22	-	1	-
Upper East	-	-	13	-	1	-
Upper West	-	-	12	-	1	-
Volta	1	1	23	-	-	1 (under construction)
Central	4	-	16	-	1	-
Total	28	1	194	1	8	1

** Most of the non-rented offices are one-room offices sometimes shared with other departments within the District Administration Offices*

**The Commission has to construct District and Regional Offices including the Head Office to reduce the huge rent payment and also enhance the image of the Commission*

**Out of an approved budget of GHC2,884,000 for 2017, an amount of GHC1,522,302.99 was released and total payment of rent for 2017 was GHC70,777.88 representing 4.6%.*

**Approximately 5% of annually budget released is used to pay rent for office accommodation.*

b) Logistics and materials/teaching aids

There is an acute shortage of Public Address Systems which form one of the means by which we educate the public. Currently, the Commission has eleven (11) PA Systems for 11 districts out of the 216 districts where NCCE is present. The Commission's aging vehicular fleet is a huge obstacle in reaching the citizenry for effective delivery of civic education. Most of the existing operational equipment, vehicles and materials are inadequate, outmoded and obsolete.

See below for details of logistics and equipment in the Commission. The gap shown is affecting the quality of civic education delivery of the NCCE.

Table 5 – Logistics and Materials

S/No.	Item	Current Status	Actual Requirement	Gap	Comment
1	Computers	370	610	240	Whilst some of the assets sit on our assets register, most of them are obsolete or damaged.
2	Printers	260	610	350	
3	UPS	245	610	365	
4	Photocopiers	21	185	164	
5	Scanners	22	185	163	
6	Vehicles	139	306	167	
7	Air Conditioners	36	180	144	
8	Refrigerators	43	226	183	
9	TV Sets	35	226	191	
10	Public Address Systems	340	500	160	
11	Motorbikes	113	226	113	
12	Cabinets	34	226	192	
13	Smoke Detectors	24	40	16	
14	LG LED TV	4	14	10	
15	Subwoofer	4	14	10	
16	Mobile phones	-	-	-	

17	Solatek Multiguard	15	15	-	
18	Laptops	20	226	206	
19	Crash Helmets	138	226	88	
20	Camcorders	2	20	18	
21	Network Tools	3	12	9	
22	Power Amplifier	2	2	-	
23	12 Channel Mixer	2	2	-	
24	Graphic Equalizer	2	1	-	
25	Speakers	4	10	6	

(c) Human Resource

The staff strength of the Commission is 1427 (one thousand, four hundred and twenty-seven) comprising eight hundred and seventy-four male (874), five hundred and fifty-three female (553) representing 61% and 39% respectively as compared to the establishment warrant of 1767 with an average of eight (8) staff per district and twelve for Regional Offices. The average qualification of staff is a first degree.

Table 6 - Human Resource

DESIGNATION	ESTABLISHED POST	NO. AT POST	GAP	REMARKS
Chairman	1	1	-	
Deputy Chairman	2	2	-	
Commission Members	4	3	1	
Commission Secretary	1	1	-	
Directors (5 Line Directors/10 Regional Directors)	15	15	-	
Deputy Directors	40	28	12	
Asst. Directors	100	81	19	
Principal Civic Education Officer	201	99	102	
Senior Civic Education Officer	216	181	37	
Civic Education Officers	498	404	94	
Assistant Civic Education Officer	434	358	76	
Chief Field Officer	10	10	-	
Principal Field Officer	190	189	1	
Senior Field Officer	55	55	0	
Total	1767	1427	340	

Source: NCCE Annual Reports - 2017

Table 7- Qualification

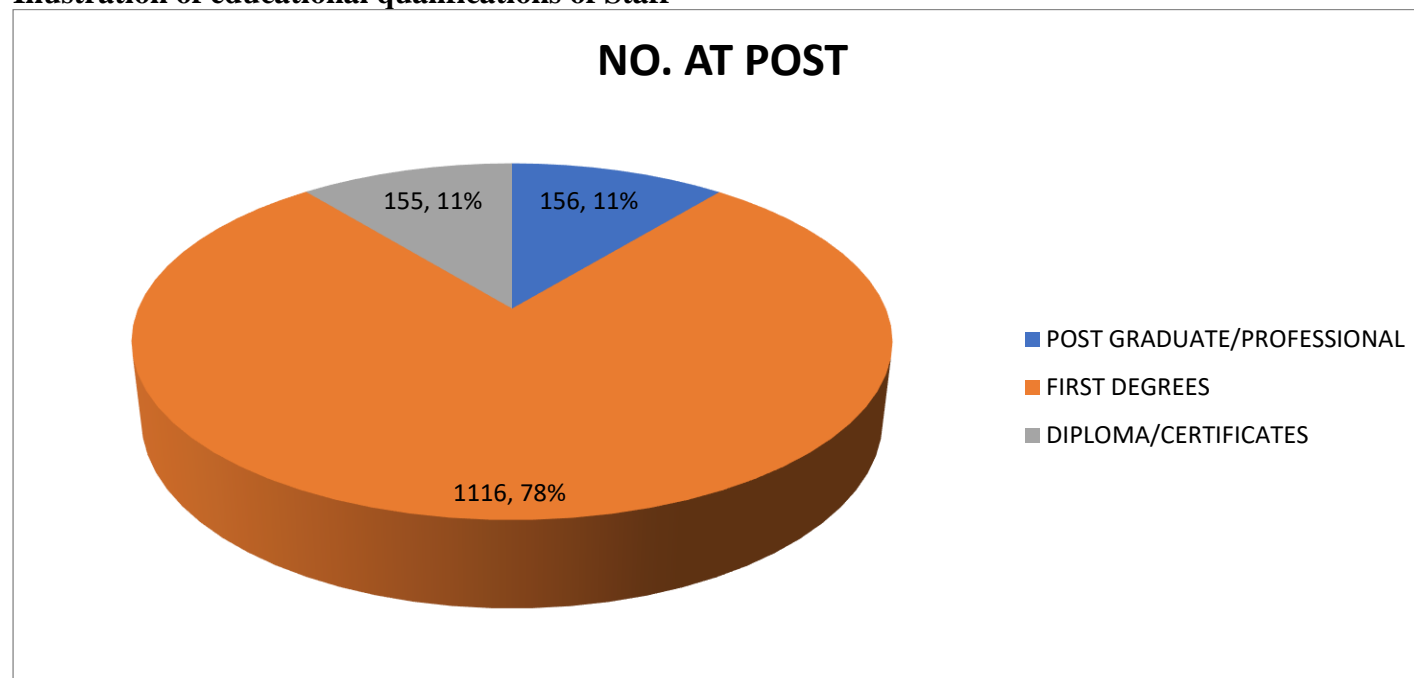
QUALIFICATION	NUMBER REQUIRED
Post Graduates/Professional	156
First Degree	1116
Diploma/Certificates	155

Source: Human Resource Annual Report - 2017

Table 8 - Age distribution of staff

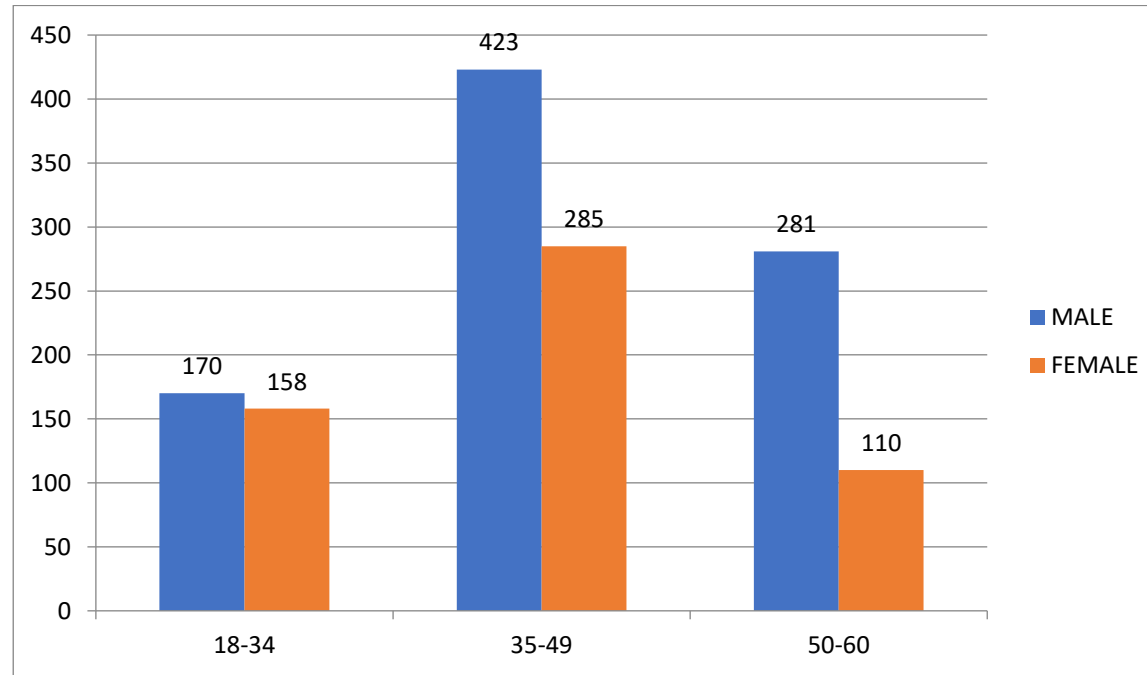
AGE	SEX		TOTAL
	FEMALE	MALE	
18 - 34	158	170	328
35 - 49	285	423	708
50 - 60	110	281	391
TOTAL	553	874	1427

Illustration of educational qualifications of Staff

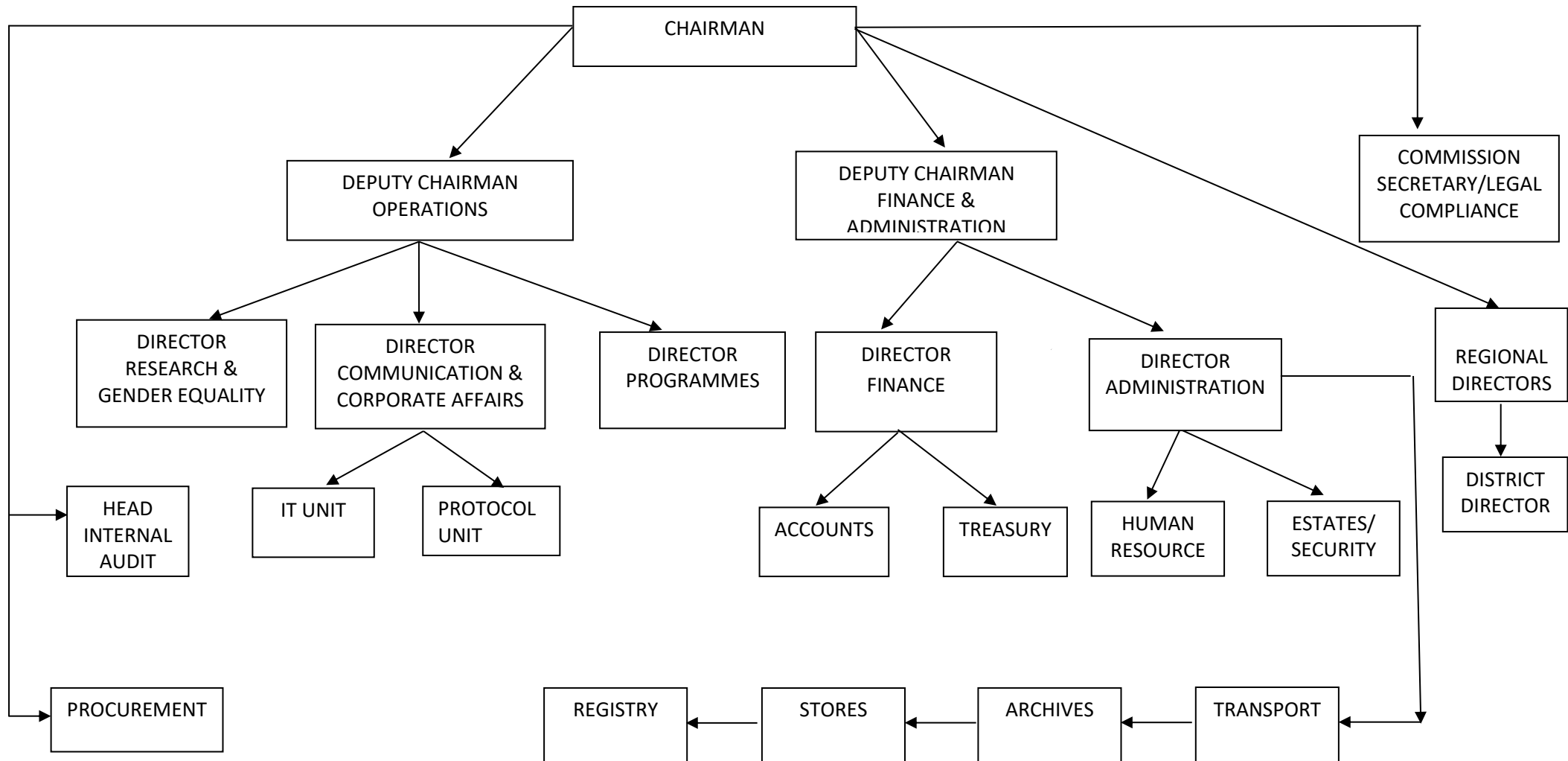


Source: NCCE Annual Reports - 2017

Graphical illustration of Age/sex Distribution of NCCE staff



ORGANOGRAM OF NCCE



CHAPTER 4

Step 4.1 Summaries of Identified Issues under NMTDPF

The NCCE identifies the thematic policy area of the NMTDF 2018-2021 encapsulated in Governance, Corruption and Public Accountability in Ghana as a priority area. The matrix indicates identified issues as linked to the Medium-Term Development Policy Framework.

Table 9 – Summaries of Identified Issues

Thematic areas of the Medium-Term Development Framework	Identified Development Issues	Global/Regional Linkages
Governance, Corruption and Public Accountability	<ol style="list-style-type: none">1. Relatively weak capacity of governance;2. Uneven balance of power between the three arms of government;3. High perception of corruption among public office holders and citizenry4. Weak national values such as patriotism, discipline and integrity; good conduct; hard work, respect for authority and accountability;5. Political and civic apathy;6. Inadequate ownership and accountability for national development at all levels	<ul style="list-style-type: none">• Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Other identifiable issues under Sustainable Development Goal (SGD 16) are:-

16.5 “Substantially reduce corruption and bribery in all their forms”;

16.6 “Develop effective, accountability and transparent institutions at all levels”;

16.7 “Ensure responsive, inclusive, participatory and representative decision making at all level”;

16.8 “Broaden and strengthen the participation of developing countries in the institutions of global governance”;

16.9 “Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime.

In consistence with NCCE’s constitutional mandate, our vision is to be an effective independent governance institution delivering civic education to all Ghanaians and working towards sustaining Ghana’s democracy. The Commission has identified other developmental issues based on the following national goals.

Table 10 – Other Identified Issues

THEMATIC AREA OF NMTDPF	OTHER IDENTIFIED ISSUES BY THE COMMISSION
Governance, Corruption and Public Accountability	<ul style="list-style-type: none">• Services to raise the social consciousness viz democratic, economic rights, responsibilities and participatory governance of the citizenry;• Services for social cohesion i.e. group life or organizational development;• Research and documentation;• Conflict Resolution and Peace Building;• Human Rights and Community Empowerment• Mainstream issues of population, family life education, gender disparity, health, HIV/AIDs/STI, fire safety, road safety, child, early and forced marriage, civic responsibility and environmental governance in the school curriculum• Imbalance of power among the Arms of Government. Inadequate resourcing of Arms of Government and Independent Governance Institutions (IGIs);• Limited awareness, advocacy and enforcement or rights and responsibilities;• Indiscipline among the citizenry;• Increasing population and dwindling national resources;• Limited appreciation of civic responsibility;• Adverse human activity on natural resources and the future;• Reduced patriotism among the citizenry

Step 4.1.1 Key stakeholders

Our main stakeholders and beneficiaries to NCCE activities (i.e. Youth and Adult based) includes

- The Executive
- Legislature
- Judiciary
- Media
- Organized Labour
- Public Service/Local Government Authority
- Security Agencies
- Academic/Intelligentsia
- Professionals
- Traditional Authorities
- Non-Literate Adults
- Civil Society Organizations
- Special Groups
- Non-Literate Youth
- In-School Youth
- Out-of-School Youth
- Entrepreneurial Groups
- Development Partners
- Farmers/Fishermen

Mode of service delivery

- NCCE undertakes programmes through the following media:
 - Annual Democracy Lecture
 - Annual Citizenship Week
 - Annual Constitution Week
 - Ghana Constitution/Quiz Competition
 - Visits to schools/Civic Education Clubs
 - Engagement with identifiable groups
 - Community durbars
 - Focus group discussion
 - Project Citizen Showcases

Social Auditing activities
Roundtable Discussions
Dialogue Series
Use of electronic and print media
Visits to churches, mosques
Inter Party Dialogues
Electronic Const Game

Step 4.2 Base Map

Consistent with its constitutional mandate, NCCE's vision is to be an effective independent governance institution delivering civic education to all Ghanaians and working towards sustaining Ghana's Democracy. As contained in NMTDPF (2018-2021), the Commission adopts ***Governance, Corruption and Public Accountability as its key thematic area and our key focus is deepening the practice of democratic governance and public institutional reform.***

Our goal is to make a significant number of Ghanaians attain awareness of their civic rights and responsibilities for the achievement of democracy and therefore adopts:-

Sustainable Development Goal 16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Based upon this goal, the NCCE has made a number of projections to guide its actions and to help it achieve the objectives of its NMTDPF (2018-2021).

This chapter also captures targets, expected output and outcomes and strategies for the achievement of the goals and SDG 16

Pursuant to national development projection for 2018-2021, the vision of Ghana in the long term is to be a just, free and prosperous nation with a high level of national income and a broad based socially developed country. One of the strategies in achieving this vision is therefore:-

- To promote civic responsibility to enable the society return to positive national traditional values of patriotism good conduct, hard work, respect for authority, integrity and accountability.

CHAPTER 5

Step 5.1 Identification of Development Issues with implications for 2018 – 2021

NCCE has been instrumental in the strengthening and deepening of democracy in Ghana. NCCE has played and continues to play a key role in social and political development of the nation by providing the requisite awareness and sensitization which has encouraged many citizens to exercise their civic rights and responsibilities. The Commission has made strides in the areas of:

- ❖ Citizens' participation in the electoral process
- ❖ Citizens' participation in community/local development
- ❖ Women's empowerment to participate in political development
- ❖ The promotion and protection of the rights of children, the vulnerable and the excluded in society
- ❖ Awareness creation on environmental sustainability
- ❖ Peace building initiatives

NCCE Development Projections 2018-2021:

- 20% increase in public participation and governance process
- 50% of Ghanaians made conscious of their Constitutional rights and responsibilities.

Table 11 – GSGDA/NMTDPF Issues

GSGDA II (2014-2017)		NMTDPF (2018-2021)	
THEMATIC AREAS	ISSUES²	THEMATIC AREAS	ISSUES
Transparent, Responsive and Accountable Governance	<ol style="list-style-type: none"> 1. Awareness, advocacy and enforcement of rights and responsibilities; 2. Delay in the release of budget allocation; 3. Weak sectoral linkages among IGIs to enhance good democratic governance 	Governance, Corruption and Public Accountability	<ol style="list-style-type: none"> 1. Relatively weak capacity of governance; 2. Uneven balance of power between the three arms of government; 3. High perception of corruption among public office holders and citizenry; 4. Weak national values such as patriotism, discipline and integrity; good conduct; hard work, respect for authority and accountability 5. Political and civic apathy; 6. Inadequate ownership and accountability for national development at all levels

² These are issues captured for central government and IGIs attention under the Ghana Shared Growth Development Agenda (GSGDA II)

Table 12. Step 5.2 Adopted Goals and Issues of NCCE

NCCE GOALS 2018- 2021	NCCE SUB GOALS 2018 – 2021	ISSUES
To make a significant number of Ghanaians attain awareness of their civic rights and responsibilities for the achievement of democracy	<p>Civic Education</p> <p>Management and Administration</p>	<ol style="list-style-type: none"> 1. Relatively weak capacity of governance; 2. Uneven balance of power between the three arms of government; 3. High perception of corruption among public office holders and citizenry; 7. Weak national values such as patriotism, discipline and integrity; good conduct; hard work, respect for authority and accountability; 4. Political and civic apathy; 5. Inadequate ownership and accountability for national development at all levels

Step 5.3

Prioritization of Development Issues

- ❖ Building the organizational capacities of the various Arms of Government and Independent Governance Institutions as key to achieving the national goal of maintaining a stable, united and safe society. In order to maximize effectiveness of IGIs, it is important to explore and utilize synergies to achieve institutional goals and objectives.
- ❖ The success of Government's agenda of ensuring governance, corruption and public accountability hinges largely on citizens' awareness of their rights and responsibilities. Prioritization of the issue of limited awareness will help the nation in its quest to achieve true democracy. To realize these, NCCE will embark on public education to sensitize the citizenry on the following: -
 - ✓ Appreciation of positive values and good citizenship;
 - ✓ Citizens indifference regarding environmental issues, including climate change and sanitation;
 - ✓ Appreciation of the need to control population growth;
 - ✓ Effects of globalization such as the adoption of foreign cultures by the youth that is gradually eroding the positive Ghanaian identity and values;
 - ✓ Indiscipline in all facets of the Ghanaian society.

Table 13. Step 5.4 Swot Analysis

Strategy (As Indicated In (NMTDPF))	Programme	Strengths (Potentials)	Weaknesses (Constraints)	Opportunities	Threats (Challenges)
<p>Strengthen the three Arms of Government and promote the effective separation of powers;</p> <p>Support NCCE to continuously educate citizens on their rights and responsibilities</p>	Public education and sensitization on principles and objectives of the 1992 Constitution	Presence of staff with expertise in civic education at the Head Office, Regional and all districts of the country who deliver civic education in all Ghanaian languages	<p>Inadequate office space and logistics for effective service delivery</p> <p>Dwindling Staff strength due to the Ministry of Finance's freeze on employment</p>	Government's plan to support IGIs and prospects of donors assisting the Commission	<p>Competitors in civic education delivery</p> <p>Difficulty in collaborating with other IGIs</p> <p>No exit strategy and resources where Donor Partner support ceases</p>
Strengthen Independent Governance Institutions to effectively perform their functions	Build and improve institutional capacity for service delivery	An appreciable level of access to technological infrastructure at the Head Office that can be built upon to achieve interconnectivity in all offices in the future	Inadequate office space and logistics for effective service delivery	Government's plan to support IGIs and prospects of donors assisting the Commission	<p>Competitors in civic education delivery</p> <p>Difficulty in collaborating with other IGIs</p>

Step 5.5 IMPACT ANALYSIS

The Commission in analyzing its strengths, weaknesses, opportunities and threats as given above, requires support to carry out its projected activities so as to impact citizen's awareness on NCCE core mandate. These can be achieved based on the following expected results:

- ❖ An informed, patriotic, disciplined and civic-minded citizenry
- ❖ Reduced corruption and increased public accountability
- ❖ Constitutional democracy entrenched
- ❖ Reduction in recurrent expenditure on logistics
- ❖ Improved infrastructure for better service delivery
- ❖ Well-coordinated civic education delivery for better impact on citizenry
- ❖ A developed nation

Also, some of our institutional challenges and issues that currently impact negatively on the performance of the Commission are:

- ❖ Turf struggles between NCCE and other IGI/NGOs
- ❖ Dwindling budget ceiling in Goods and Service and Capital Investment (Capex)
- ❖ Inadequate budget allocation
- ❖ Delay in release of funds
- ❖ Insufficient funds/logistics for civic education activities
- ❖ Lack of office accommodation for headquarters and some district offices
- ❖ High rent charges for various district offices
- ❖ Dwindling staff strength as a result of freeze on government recruitment
- ❖ High utility bills

Opportunities for the promotion of cross-cutting issues, collaboration and other identified services of the Commission include: -

- Raising the social consciousness viz. democratic and economic rights, responsibilities and participatory governance of the citizenry;
- Building social cohesion;
- Research and documentation;
- Conflict Resolution and Peace Building;
- Human Rights and Community Empowerment;
- Mainstream issues of population, family life, education, gender, health, HIV/AIDs/STI, fire safety, road safety, civic responsibility and environmental sustainability as school-based civic educational activities.
- Enhancing Public Accountability

Table 14. Prioritized Issues as categorized under Themes and Goals: -

GOAL	SUB-GOAL	FOCUS AREA OF NCCE (2018-2021)	SUSTAINABLE PRIORITIZED ISSUES
That a significant number of Ghanaians attain awareness of their civic rights and responsibilities	Civic Education Management and Administration	<ul style="list-style-type: none"> • Democratic Governance • Public Institutional Reform • Corruption and Public Accountability • Attitudinal Change and Patriotism • Development Communication 	<ol style="list-style-type: none"> 1. Relatively weak capacity of governance; 2. Uneven balance of power between the three arms of government; 3. High perception of corruption among public office holders and citizenry; 4. Weak national values such as patriotism and loyalty to the state; 5. Political and civic apathy; 6. Inadequate ownership and accountability for national development at all levels

NCCE Development Projections 2018-2021:

- 20% increase in public participation and governance process (Baseline of 10%)
- 50% of Ghanaians made conscious of their Constitutional rights and responsibilities.

Table 15. Step 5.6 Adopted Objectives and Strategies

Key Focus Area	Issues	Policy Objectives (NMTDPF 2018-2021)	Strategies (NMTDPF 2018-2021)
<ul style="list-style-type: none"> • Democratic Governance • Public Institutional Reform • Corruption and Public Accountability • Attitudinal Change and Patriotism • Development Communication 	<ol style="list-style-type: none"> 1. Relatively weak capacity of governance; 2. Uneven balance of power between the three arms of government; 3. High perception of corruption among public office holders and citizenry; 4. Weak national values such as patriotism, integrity, hard work and loyalty to the state; 5. Political and civic apathy; 6. Inadequate ownership and accountability for national development at all levels 	<ul style="list-style-type: none"> ✓ Deepen democratic governance ✓ Build an effective and efficient government machinery ✓ Promote the fight against corruption and increased public office accountability ✓ Promote discipline in all aspects of life ✓ Ensure responsive governance and citizens participation in the development dialogue 	<ol style="list-style-type: none"> 1. Strengthen the three arms of government and promote the effective separation of powers 2. Strengthen independent governance institutions to effectively perform their functions 3. Improve accountability in public service 4. Support National Commission for Civic Education (NCCE) to continuously educate and sensitize citizens on their rights and responsibilities 5. Promote culture and good value system as ingredient and catalyst for economic growth 6. Launch a good society campaign to promote good national values, attitudinal change, patriotism, pursuit of excellence and discipline 7. Promote regular dialogue with law enforcement agencies

Table 16. Step 5.7 Review and Formulation of Programmes and Sub-Programmes of NCCE

NCCE GOAL: *Our goal is to make significant number of Ghanaians attain awareness of their civic rights and responsibilities for the sustainability or entrenchment of democracy*

Table 16

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
<ul style="list-style-type: none"> ✓ Deepen democratic governance ✓ Build an effective and efficient government machinery ✓ Promote the fight against corruption and increase public accountability ✓ Promote discipline in all aspects of life ✓ Ensure responsive governance and citizens participation in the development dialogue 	<ol style="list-style-type: none"> 1. Strengthen the three arms of government and promote the effective separation of powers 2. Strengthen independent governance institutions to effectively perform their functions 3. Improve accountability in public service 4. Support National Commission for Civic Education (NCCE) to continuously educate and sensitize citizens on their rights and responsibilities 5. Promote culture and good value system as ingredient and catalyst for economic growth 6. Launch a good society campaign to promote good national values, attitudinal change, patriotism, pursuit of excellence and discipline 7. Promote regular dialogue with law enforcement agencies 	Management and Administration	<ul style="list-style-type: none"> ✓ General Administration and Human Resource ✓ Finance ✓ Research, Gender and Equality ✓ Communication and Corporate Affairs
		Civic Education	<ul style="list-style-type: none"> ✓ Constitutional Awareness Creation ✓ Deepening and Sustaining Civic Awareness ✓ Patriotism and Good Citizenship

Table 17. Step 5.8 Matrix of Programmes and Sub-Programmes

PROGRAMMES	SUB-PROGRAMMES
Civic Education	<ul style="list-style-type: none">✓ Constitutional Awareness Creation✓ Deepening and Sustaining Civic Awareness✓ Patriotism and Good Citizenship
Management and Administration	<ul style="list-style-type: none">✓ General Administration and Human Resource✓ Finance✓ Research, Gender and Equality✓ Communication and Corporate Affairs

Step 5.9 – Development Programmes and sub-programmes

The formulation of programmes by NCCE is guided by the commitment to deepen the practice of democracy and institutional reform in Ghana in accordance with our functions as provided in the 1992 Constitution. Though an Independent Governance Institution, the NCCE recognizes the need for joint efforts through collaboration with and support from development partners to sustain programmes and projects outlined by the Commission.

Details of inputs under this segment are presented under a broad framework of programmes and sub-programmes.

The challenge here is the capacity, willingness and commitment of the various institutions, among others, Electoral Commission, Commission on Human Right and Administrative Justice, National Media Commission, the Ghana Education Service, the Security Agencies, Revenue Agencies and District Assemblies, Ghana Aids Commission, Ghana Youth Authority to exploit the advantages of collaboration and co-operation with the NCCE towards optimizing resources for greater impact.

Finally, in this segment a financial plan indicating time frames within the period 2018-2021 is presented. It is expected that the Government of Ghana (to a large extent) and Development Partners will provide funding for the programmes.

Step 5. 10 NCCE Annual Action Plan 2018 – 2021 (PROGRAMME TWO) – CIVIC EDUCATION

THEMATIC AREA UNDER NMTDPF: Governance, Corruption and Public Accountability

Table 18. Action Plan 2018-2021

NCCE Goal: That a significant number of Ghanaians attain awareness of their civic rights and responsibilities

NCCE ADOPTED POLICY OBJECTIVE	NCCE ADOPTED STRATEGIES	NCCE PROGRAMS AND SUB-PROGRAMS	PROJECT/OPERATIONS	LOCATION	OUTPUT INDICATORS	TIME FRAME AND COST				INDICATIVE BUDGET			IMPLEMENTING AGENCY	
						GH¢'000				GoG	I G F	DONOR	LEAD	COLLABORATING
Deepen Democratic Governance	Strengthen the three arms of government and promote the effective separation of powers	2.1 <i>Constitutional Awareness Creation</i> ✓ To create and sustain within the society the awareness of the principles and objectives of the 1992 Constitution	2.1.1 Create and sustain awareness among citizens annually on Good Governance at all levels of society from 2018 - 2021	<i>Nationwide</i>	Number of communities sensitized	450	600	750	800				NCCE	DP
			2.1.2 Educate and sensitize the public on the principles and objectives of the 1992 Constitution	<i>Nationwide</i>	Number of communities sensitized	450	600	750	800				NCCE	DP

			2.1.3 Creation of civic awareness through annual Constitution Week celebration	<i>Nationwide</i>	Number of citizens (school going) sensitized	550	650	700	800				NCCE	DP
			2.1.4 Procure two hundred (200) Pickups with public address system by December, 2021	<i>Nationwide</i>	Vehicles procured	6,500	6,500	6,500	6,500				NCCE	DP
		Total sub programme 2.1				7,950	8,350	8,700	8,900					

Step 5.10 (cont.) NCCE Programme of Action

Goal: That a significant number of Ghanaians attain awareness of their civic rights and responsibilities

NCCE ADOPTED POLICY OBJECTIVE	NCCE ADOPTED STRATEGIES	NCCE PROGRAMS AND SUB-PROGRAMS	PROJECT/OPERATIONS	LOCATION	OUTPUT INDICATORS	TIME FRAME AND COST GH¢'000				INDICATIVE BUDGET			IMPLEMENTING AGENCY	
						2018	2019	2020	2021	GoG	I G F	DONOR	LEAD	COLLABORATING
Deepen Democratic Governance	Strengthen the three arms of government and promote the effective separation of powers	2.2 <i>Deepening and Sustaining Civic Awareness</i> ✓ To formulate, implement and	2.2.1 Collaborate with Electoral Commission to sensitize the citizenry to reduce acrimony and create a free political environment	<i>Nationwide</i>	Number of activities undertaken	150	200	300	150				NCCE	DP

oversee programs intended to inculcate in the citizens of Ghana awareness of their civic responsibilities and appreciation of their rights and obligations as free people of Ghana	2.2.2	<i>Nationwide</i>	Number of activities undertaken	200	250	250	200					NCCE	DP
	2.2.3	<i>Nationwide</i>	Number of outreach programmes undertaken	550	650	800	550					NCCE	DP
	2.2.4	<i>Nationwide</i>	Vehicles procured	1800	1200	1200	1800					NCCE	DP
	2.2.5	<i>Nationwide</i>	Logistics procured		2500	7500						NCCE	DP
	2.2.6	<i>Nationwide</i>	Number of activities undertaken	1000	1000	1500	1800					NCCE	DP
	2.2.7	<i>Nationwide</i>	Number of engagement undertaken	500	500	500	500					NCCE	DP

			2.2.8	<i>Nationwide</i>	Number of activities undertaken	700	800	900	1000				NCCE	DP
			Continue to Deepen Civic Awareness through Annual Democracy Lectures/Fora by Dec. 2021											
			2.2.9	<i>Nationwide</i>	Number of Debates held				2000				NCCE	DP
			Hold Presidential and Parliamentary Candidates Debates in all 275 Constituents in 2020											
			2.2.10	<i>Nationwide</i>	Number of programmes undertaken	350	350	200	200				NCCE	DP
			Public education on environmental governance (sustainable environment) by December 2021											
			2.2.11	<i>Nationwide</i>	Number of activities undertaken	50	80	100	100				NCCE	DP
			Engagements on Peace Building and Conflict Transformation in flashpoints and potential trouble areas											
			2.2.12	<i>Nationwide</i>	Number of IPDCs strengthened	100	150	200	200				NCCE	DP
			Strengthen Inter-Party Dialogue Committees (IPDCs) to make them sustainable and a “Consultative body”.											
			2.2.13	<i>Nationwide</i>	Number of activities undertaken	50	80	100	100				NCCE	DP

			Advocacy engagements for Constitutional Reforms											
			2.2.14 Develop Code of Conduct for Political Parties in collaboration with stakeholders	<i>Nationwide</i>	Number of activities undertaken	50	80	100	100				NCCE	DP
			Total sub programme 2.2			5,500	7,840	13,650	8,700					
	Strengthen the three arms of government and promote the effective separation of powers	2.3 <i>Patriotism and Good Citizenship</i> ✓ To implement and sustain programmes intended to inculcate in the youth virtues and values of good citizenship to restore a positive Ghanaian identity	2.3.1 Organize quiz and debates at basic, secondary and tertiary schools	<i>Nationwide</i>	Number of quizzes organised	100	150	200	200				NCCE	DP
			2.3.2 Undertake Project Citizen in schools by December 2021	<i>Nationwide</i>	Number of projects undertaken	150	200	150	150				NCCE	DP
			2.3.3 Observe Citizenship Day in schools annually	<i>Nationwide</i>	Number of activities undertaken	150	160	200	200				NCCE	DP
			2.3.4 Use Civic Clubs to educate the youth on Good Citizenship	<i>Nationwide</i>	Number of youth sensitized	150	180	200	200				NCCE	DP
		Total sub programme 2.3				550	690	750	750					

NCCE Annual Action Plan 2018 – 2021 (PROGRAMME ONE) – MANAGEMENT AND ADMINISTRATION

THEMATIC AREA UNDER NMTDPF: Governance, Corruption and Public Accountability

NCCE Goal: That a significant number of Ghanaians attain awareness of their civic rights and responsibilities

NCCE Goal: That a significant number of Ghanaians attain awareness of their civil rights and responsibilities														
NCCE ADOPTED POLICY OBJECTIVE	NCCE ADOPTED STRATEGIES	NCCE PROGRAMS AND SUB-PROGRAMS	PROJECT/OPERATIONS	LOCATION	OUTPUT INDICATORS	TIME FRAME AND COST				INDICATIVE BUDGET			IMPLEMENTING AGENCY	
						GH¢'000								
						2018	2019	2020	2021	GoG	IGF	DONOR	LEAD	COL
Deepen Democratic Governance	Strengthen independent governance institutions to effectively perform their functions	1.1 General Admin and Human Resource ➤ Coordinating the activities of various departments and directorates within the Commission and ensuring the provision of adequate logistics	1.1.1 Train staff annually to improve capacity for delivery of civic education by December, 2021	nationwide	Percentage of staff trained	50	50	50	70				NCCE	DPs
			1.1.2 Undertake Internal Audit program in all 227 Administrative Centres by December, 2021		Head office	Number of cost centres audited	10	10	10	10				NCCE
			1.1.3 Management participation in international programs annually	Nationwide	Number of programs attended	60	60	60	70				NCCE	DPs
			1.1.4 Annual maintenance of Assets and Liabilities	Nationwide	Number of assets maintained	550	600	700	750				NCCE	DPs

			1.1.5 Organize quarterly Management/Committee meetings	<i>Nationwide</i>	Number of meetings organised	40	55	70	80				NCCE	DPs
			1.1.6 Commencement and completion of Head office building by Dec. 2019	<i>Head office</i>	100% of project completed	7000	7000						NCCE	DPs
			1.1.7 Continue and complete NCCE Ho Regional Office by December, 2018	<i>Ho</i>	100% of project completed	400							NCCE	DPs
		Total sub programme 1.2				8,110	7,775	910	960				NCCE	DPs

NCCE Goal: *That a significant number of Ghanaians attain awareness of their civic rights and responsibilities*

NCCE ADOPTED POLICY OBJECTIVE	NCCE ADOPTED STRATEGIES	NCCE PROGRAMS AND SUB-PROGRAMS	PROJECT/OPERATIONS	LOCATION	OUTPUT INDICATORS	TIME FRAME AND COST GH¢'000				INDICATIVE BUDGET			IMPLEMENTING AGENCY	
						2018	2019	2020	2021	GoG	IGF	DONOR		
Deepen Democratic Governance	Strengthen independent governance institutions to	1.2 <i>Finance</i>	1.2.1 Organize Budget Committee meeting annually	<i>Nationwide</i>	Number of meetings organised	25	40	65	70				NCCE	MOF

	effectively perform their functions	➤ Improving resource mobilization, financial management and reporting	1.2.2	<i>Nationwide</i>	Number of data collated	20	25	30	55				NCCE	MOF
			Collation of data on budgeting from regions and districts											
			1.2.3	<i>Nationwide</i>	Number of reports reviewed	20	20	25	30				NCCE	MOF
			Review financial reports from regions and districts											
			1.2.4	<i>Nationwide</i>	Revised Assets Register	30	40	65	70				NCCE	MOF
			Assessment on the state of Assets of the Commission											
			1.2.5	<i>Nationwide</i>	Strategic Plan reviewed	20	25	25	40				NCCE	MOF
			Review and implementation of Strategic Plan											
			1.2.6		Nationwide staff audit conducted	30	40	65	70				NCCE	MOF
			Conduct staff auditing in all region and district offices											
			1.2.7		Nationwide audit conducted	30	40	65	70				NCCE	MOF
			Conduct audit on financial management and effective financial administration											
		Total sub programme 1.2				175	230	340	405				NCCE	MOF

NCCE Goal: *That a significant number of Ghanaians attain awareness of their civic rights and responsibilities*

NCCE ADOPTED POLICY OBJECTIVE	NCCE ADOPTED STRATEGIES	NCCE PROGRAMS AND SUB-PROGRAMS	PROJECT/OPERATIONS	LOCATION	OUTPUT INDICATORS	TIME FRAME AND COST				INDICATIVE BUDGET			IMPLEMENTIN G AGENCY	
						GH¢'000				Go G	IGF	DPs	NCCE	D Ps
Deepen Democratic Governance	Strengthen independent governance institutions to effectively perform their functions	1.3 <i>Research, Gender and Equality/monitoring and Evaluation</i> ➤ Assessment of information on limitations to true constitutional democracy	1.3.1 Conduct research on activities that limit true democracy	<i>Nationwide</i>	Number of research activities undertaken	1,200	1,200	1,500	600				NCCE	D Ps
			1.3.2 Purchase of phones for digital data collection for all 216 districts	<i>Nationwide</i>	Number of phones purchased	250		200					NCCE	D Ps
			1.3.3 Conduct monitoring and evaluation on activities and programmes of the Commission nation wide	<i>Nationwide</i>	Number of monitoring activities undertaken	30	40	50	60					

		Total sub programme 1.4				1,480	1,240	1,750	660				NC CE	D Ps
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NCCE Goal: That a significant number of Ghanaians attain awareness of their civic rights and responsibilities

NCCE ADOPTED POLICY OBJECTIVE	NCCE ADOPTED STRATEGIES	NCCE PROGRAMS AND SUB-PROGRAMS	PROJECT/OPERATIONS	LOCATION	OUTPUT INDICATORS	TIME FRAME AND COST GH¢'000				INDICATIVE BUDGET			IMPLEMENTING AGENCY	
						2018	2019	2020	2021	GOG	IGF	DONOR		
Deepen Democratic Governance	Strengthen independent governance institutions to effectively perform their functions	1.4 Communication and Corporate Affairs ➤ Gathering data, processing information and improving public relations ➤ Creating visibility for Commission's work	1.4.1 Engaging civil societies and media for civic engagement	<i>Nationwide</i>	Number of citizens informed	250	250	400	200				NCCE	DPs
			1.4.1 Production and distribution of Civic Education materials to the Ghanaian public	<i>Nationwide</i>	Number of material produced	100	200	250	100				NCCE	DPs
			1.4.3 Media engagement/ Dissemination of Commission's programmes and activities on both print and electronic media	<i>Nationwide</i>	Number of meeting held	350	400	450	300				NCCE	DPs

			1.4.4 Maintenance and upgrading of communication materials and equipment	<i>Nationwide</i>	Number equipment purchased	50	30	40	50					NCCE	DPs
			1.4.4 Purchase of communication equipment and accessories for effective service delivery			1000		1000						NCCE	DPs
		Total sub programme 1.4				1,750	880	2,140	650					NCCE	DPs

Step 5.11 Indicative Financial Strategy

NCCE GOAL: *Our goal is to make significant number of Ghanaians attain awareness of their civic rights and responsibilities for the achievement of democracy.*

The implementation of the Commission's NMTDPF 2018-2021 is premised on the availability of adequate funds and its predictability. Traditional sources of funding including GoG and Development Partners (DPs) is critical. The Commission will involve innovative ways of attracting resources from the private sector through private sector collaboration.

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The costing of the plan was based on identified policy objectives, strategies, programmes and sub- programmes, as well as operational activities and projects under each programme and sub-programmes.

- Resource Requirement

The matrix above presents a summary of the costing of programmes and sub-programmes under the plan. They are related to the thematic areas:

- Governance, Corruption and Public Accountability

The estimated total resources required to implement the NCCE MTDPF (2018-2021) is GH¢101,785,000.00 (One Hundred and One Million, Seven Hundred and Eighty-Five Thousand Ghana Cedis) (programmes/activities and procurement of logistics for effective civic education delivery). The total cost for compensation of employees for service delivery is GH¢212,989,874 (Two Hundred and Twelve Million, Nine Hundred and Eighty-Nine Thousand, Eight Hundred and Seventy-Four Ghana Cedis).

Allocations of resources for implementation of the two programmes and compensation of employees during the planned period 2018-2021 are as shown in the tables and pie-charts below:

Table 19

PROGRAMMES	TOTAL COST (2018-2021)		EXPECTED FUNDS					Summary of resource mobilization strategy	Alternative course of action
	Management and Administration P1	Civic Education P2	GoG	Donor	Others	Total Funds	Gap		
	Gh¢'000	GH¢'000	Gh¢'000	Gh¢'000	Gh¢'000	Gh¢'000		<i>Continuous collaboration with European Union</i>	
Programmes/Activities	29,455	72,330	93,985	7,800		101,785	-		
Compensation (P1 & P2)	212,899		212,899						
TOTAL	242,354	72,330	306,884	7,800		101,785			

Table 20 - NCCE Quarterly Action Plan – 2018

Adopted NCCEs Goal: <i>Our goal is to make significant number of Ghanaians attain awareness of their civic rights and responsibilities for the achievement of democracy</i>												
NCCE Programmes and Sub-Programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule and Cost (GH¢'000)				Indicative Budget		Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	Donor	Lead	Collaborating
2. CIVIC EDUCATION 2.1 Constitutional Awareness Creation To create and sustain within the society the awareness of the principles and objectives of the 1992 Constitution	2.1.1	Nationwide	2013	70 % of the citizenry sensitized	100	150	100	100			NCCE	DPs
	2.1.2	Nationwide	2013	70 % of the citizenry sensitized	100	150	100	100			NCCE	DPs
	2.1.3	Nationwide	2013	70 % of the citizenry sensitized	100	250	100	100			NCCE	DPs
	Creation of awareness through annual Constitution Week celebration											
TOTAL SUB PROGRAM 2.1					300	550	300	300				
2.2 Deepening and Sustaining Civic Awareness To formulate, implement and oversee programs intended to inculcate in the	2.2.1	Nationwide	2013	Number of activities undertaken		50	50	50			NCCE	DPs
	Collaborate with Electoral Commission to sensitize the citizenry to reduce acrimony and create a free political environment											

citizens of Ghana awareness of their civic responsibilities and appreciation of their rights and obligations as free people of Ghana	2.2.2	<i>Nationwide</i>	2013	Number of activities undertaken	50	50	50	50			NCCE	DPs
	2.2.3	<i>Nationwide</i>	2013	Number of outreach programmes undertaken	100	150	200	100			NCCE	DPs
	2.2.4	<i>Nationwide</i>	2013	Vehicles procured			1,800				NCCE	DPs
	2.2.5	<i>Nationwide</i>	2013	Logistics procured	-	-	-	-			NCCE	DPs
TOTAL SUB PROGRAM 2.2					150	250	2,100	200				

NCCE Quarterly Action Plan – 2018

Adopted NCCEs Goal: <i>Our goal is to make significant number of Ghanaians attain awareness of their civic rights and responsibilities for the achievement of democracy</i>												
NCCE Programmes and Sub-Programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule GH¢'000				Indicative Budget		Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	Donor	Lead	Collaborating
	2.2.6 Community engagements on Child Protection issues	<i>Nationwide</i>	2013	Number of engagement undertaken	100	150	150	100			NCCE	DPs

	2.2.7	<i>Nationwide</i>	2013	Number of activities undertaken		700					NCCE	DPs
	Deepen Civic Awareness through Annual Democracy Lectures/Fora											
	2.2.8	<i>Nationwide</i>	2013	Number of programmes undertaken	1,250	100	100	100			NCCE	DPs
	Public education on environmental governance (sustainable environment)											
	2.2.9	<i>Nationwide</i>	2013	Number of activities undertaken		25	25				NCCE	DPs
	Engagements on Peace Building and Conflict Transformation in flashpoints and potential trouble areas											
	2.2.10	<i>Nationwide</i>	2013	Number of IPDCs strengthened	25	25	25	25			NCCE	DPs
	Strengthen Inter-Party Dialogue Committees (IPDCs) to make them sustainable and a “Consultative Body”.											
	TOTAL PROGRAM 2.2				1,625	1,250	550	475				

NCCE Quarterly Action Plan – 2018

Adopted NCCEs Goal: <i>Our goal is to make significant number of Ghanaians attain awareness of their civic rights and responsibilities for the achievement of democracy</i>												
NCCE Programmes and Sub-Programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule GH¢'000				Indicative Budget		Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	Donor	Lead	Collaborating
2.3 <i>Patriotism and Good Citizenship</i> ✓ To implement and sustain programmes intended to inculcate in the youth virtues and values of good citizenship	2.3.1 Organize quiz and debates at basic, secondary and tertiary schools	<i>Nationwide</i>	2013	Number of quizzes organised		50	50				NCCE	DPs
	2.3.2 Undertake Project Citizen in schools	<i>Nationwide</i>	2013	Number of projects undertaken		50	100				NCCE	DPs
	2.3.3 Observe Citizenship Day in schools	<i>Nationwide</i>	2013	Number of activities undertaken		150					NCCE	DPs
	2.3.4 Use Civic Clubs to educate the youth on Good Citizenship	<i>Nationwide</i>	2013	Number of youth sensitized	50	50	50				NCCE	DPs
	TOTAL PROGRAM 2.3				50	300	200					

NCCE Quarterly Action Plan – 2018

Adopted NCCEs Goal: <i>Our goal is to make significant number of Ghanaians attain awareness of their civic rights and responsibilities for the achievement of democracy</i>												
NCCE Programmes and Sub-Programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule GH¢'000				Indicative Budget		Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	Donor	Lead	Collaborating
MANAGEMENT AND ADMINISTRATION 1.1 <i>General Admin and Human Resource</i> ➤ Coordinating the activities of various departments and directorates within the Commission and ensuring the provision of adequate logistics	1.1.1 Train staff annually to improve capacity for delivery of civic education	<i>Nationwide</i>	2013	Percentage of staff trained		25	25				NCCE	DPs
	1.1.2 Undertake Internal Audit program in all 227 Administrative Centres	<i>Head office</i>	2013	Number of cost centres audited	10	10	10	10			NCCE	DPs
	1.1.3 Management participation in international programs	<i>Nationwide</i>	2013	Number of programs attended		30	30				NCCE	DPs
	1.1.4 Maintenance of Assets and Liabilities	<i>Nationwide</i>	2013	Number of assets maintained	150	150	150	100			NCCE	DPs
	1.1.5 Organize Management/Committee meetings	<i>Nationwide</i>	2013	Number of meetings organised	10	10	10	10			NCCE	DPs
	1.1.6 Commencement of construction of Head office building	<i>Accra</i>		50% of project completed		7,000					NCCE	

	1.1.7	<i>Ho</i>	2013	100% of project completed		400						NCCE	DPs
	Continue and complete NCCE Ho Regional Office by December, 2018												
	TOTAL PROGRAM 1.1				170	7,225	225	120					
1.2	1.2.1	<i>Nationwide</i>	2013	Number of meetings organised		10	15					NCCE	DPs
Finance ➤ Improving resource mobilization, financial management and reporting	1.2.2	<i>Nationwide</i>	2013	Number of data collated	100	100	50					NCCE	DPs
	Collation of data on budgeting from regions and districts												
	1.2.3	<i>Nationwide</i>	2013	Number of reports reviewed		20						NCCE	DPs
	Review financial reports from regions and districts												
	1.2.4	<i>Nationwide</i>	2013	Revised Assets Register		15		15				NCCE	DPs
	Assessment on the state of Assets of the Commission												
	1.2.5	<i>Nationwide</i>	2013	Strategic Plan reviewed	15		10						DPs
	Conduct financial and operational auditing												
	TOTAL PROGRAM 1.2				115	145	75	15					

NCCE Quarterly Action Plan – 2018

Adopted NCCEs Goal: <i>Our goal is to make significant number of Ghanaians attain awareness of their civic rights and responsibilities for the achievement of democracy</i>												
NCCE Programmes and Sub-Programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget		Implementing Agencies	
					GH¢'000				GoG	Donor	Lead	Collaborating
					1 st	2 nd	3 rd	4 th				
	1.2.6 Conduct staff audit in selected regions	<i>Selected districts</i>					7.5				NCCE	MoF
	1.2.7 Conduct audit on financial management and effective financial management	<i>Selected regions</i>					7.5				NCCE	MoF
1.2.7 Conduct audit on financial management and effective financial administration	1.3.1 Conduct research on activities that limit true democracy	<i>Accra</i>	2013	Number of research activities undertaken		300					NCCE	DPs
	1.3.2 Understudy Public Perception on the State of Corruption, Public Accountability and Environmental Governance in Ghana	<i>Nationwide</i>	2013	Number of data collated	250						NCCE	DPs
	1.3.3 Purchase of phones for digital data collection for all 216 districts	<i>Nationwide</i>	2013	Number of data collated	250						NCCE	DPs
		<i>Nationwide</i>	2013								NCCE	DPs
	TOTAL PROGRAM 1.1				500	300						
1.4 <i>Communication and Corporate Affairs</i> ➤ Gathering data, processing information and improving public relations	1.4.1 Engaging civil societies and media for civic engagement	<i>Nationwide</i>	2013	Number of worked assessed	50	100	50	50			NCCE	DPs

	1.4.2	<i>Nationwide</i>	2013	Number of material produced	50	50	100				NCCE	DPs
	1.4.3	<i>Nationwide</i>	2013	Number of meeting held	100	150	100				NCCE	DPs
	1.4.4	<i>Nationwide</i>	2013	Number equipment purchased		30	20				NCCE	DPs
	1.4.5		2013			1,000		1,500			NCCE	DPs
	TOTAL PROGRAM 1.4				200	1,330	270	50				GoG

CHAPTER 6

STEP 6 - MONITORING AND EVALUATION ARRANGEMENTS

The nature of NCCE's work demands a strong arm of monitoring and evaluation to ensure maximum co-ordination for the attainment of set objectives.

Monitoring and Evaluation will be undertaken at three levels: first at the Commission's level to ensure that planned activities are carried out, resources properly managed and outcomes fairly assessed.

The second form of M & E is at the level of beneficiaries of NCCE's outputs i.e. the communities, educational institutions, working people, traditional leaders, District Assemblies, churches and mosques and other stakeholders.

Thirdly, evaluation particularly, is important in the effort to maintain acceptable relationships with external institutions that collaborate, support or sponsor projects, programmes and activities in special and cross cutting activities.

To effectively monitor the three levels of M&E, dependable clear guidelines supported by baseline information and standardized benchmarks are provided to improve its outputs, from the headquarters through the regions and the districts, as forms of internal and external tools of management.

Step 6.1 – Identification and Analysis of Stakeholder

An initial monitoring and evaluation activity will be carried out by the Research Department identify and classify all the stakeholders who have an interest in the Commission's activities

Purpose of M&E

The purpose of the M&E is to build the capacities of departments and units to track the progress of their activities. Data will be collected on the progress of activities at national, regional and district levels for informed decision making:

- What is working well;
- What is not working well;

- Progress on targets/indicators; and
- How to proceed

Step 6.2 – Stakeholders Analysis

The Commission identified and classified all organizations, institutions, associations and groups of people with interest in the development of the Commission's programmes and projects that will result in overall achievement of the SDGs and attainment of a middle income status as a nation. It is believed that, the process of identification and the eventual participation of all the stakeholders will finally lead to a sustained capacity building, dissemination and demand for M&E results.

The Commission's M-TDPF seeks to provide planning and development agenda in the area of: -

- ☐ The underlying policies
- ☐ The broad strategic plan in which those policies are transformed into action
- ☐ The specific action plan, which will ensure that, realities on the ground were directed towards achieving the set goals and objectives.

Step 6.3 – Monitoring Indicators and Targets

One of the critical measures the Commission took into consideration in preparing the M&E Plan was to define the most appropriate indicators for the regions and districts, setting realistic targets that are achievable within the planned period but which directly relate to the NMTDPF goals and objectives.

The national, regions and districts specific indicators were also:-

Table 21 – Monitoring Metrix/Results Framework

NCCE Goal: <i>That a significant number of Ghanaians attain awareness of their civic rights and responsibilities</i>											
NCCE OBJECTIVE – 2018-2021 <ol style="list-style-type: none"> Promote democratic devolution of executive power (2018) Deepen democratic governance Promote the fight against corruption and increased public accountability Promote discipline in all aspects of life 											
INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2017	TARGETS				DISAGGREGATION		MONITORING FREQUENCY	RESPONSIBILITY
				2018	2019	2020	2021	MALE	FEMALE		
Promote democratic devolution of executive power											
Sensitization of the general public on District level Elections					3240			1,962,000	25,416,000	Quarterly	NCCE
Deepen democratic governance											
Education on Tax Compliance				25,920				6,245,000	8,270,200	Quarterly	
Sensitization of identifiable groups on ARAP				35,360				7,582,300	8,329,700	Quarterly	

Symposium in educational institutions on ARAP				4				1,562	1,120	Quarterly	
Sensitization on Ghana Card Project				55,000				7,948,000	9,652,000	Quarterly	
Education on Regional Re- organization				22,400				3,785,000	5,623,000	Quarterly	
Dialogue series on ARAP				4				1,232	960	Quarterly	
Inter- University Quiz Competition (Phase 2)				4				758	422	Quarterly	
Constitution Week with focus on ARAP Issues				11				3,920	1,800	Quarterly	
SHS E- Quiz Competition finals				1				588	612	Quarterly	
Public education on the linkage between corruption and fundamental human rights and freedoms				2,170				1,982,000	1,112,180	Quarterly	
Project Citizen Competition				10				5,780	3170	Quarterly	
Sensitization of the public on fundamental human rights and freedoms				3,354				1,920,300	2,1045,001	Quarterly	
The Judiciary and the protection of human rights				2,098				1,329,160	650,000	Quarterly	
E- Quiz competition				10				3,260	2540	Quarterly	
Democratic consolidation(Directive Principles of state Policy)				2,263				1,209,710	2,230,050	Quarterly	
Organize Constitution games in schools using the game board				4,320				1,155,970	1,652,030	Quarterly	
Promote the fight against corruption and increased public accountability											

Educate and sensitize Civil Servants, media, civil society, general public on Whistle Blower Act.				8,640				7,852,300	7,958,900	Quarterly	
Media Coalition Against Illegal Mining				4				2040	1560	Quarterly	
Focus Group Discussion on Accountability and Environmental Governance				100				3150		Quarterly	
Community Durbars on Accountability and Environmental Governance				1,080				512,400	783,600	Quarterly	
Empower the public to resist Police Corruption (NACAP)				1,055				658,200	871,550	Quarterly	
Develop and implement anti- corruption programmes in drama				3,149				1,548,800	2,230,000	Quarterly	
Sensitization of the public on NACAP				3,149				1,548,800	2,230,000	Quarterly	
Outreach Programmes on Anti- corruption campaign				2,105				1,088,825	1,658,200	Quarterly	
Sensitize the public on Accountability mechanisms (Social Auditing)				6,487				7,542,300	5,658,745	Quarterly	
Educate the public on Accountability				3,240				1,952,630	2,259,370	Quarterly	
Sensitize the Public on Rule of Law (ARAP)				4,297				3,997,380	2,534,060	Quarterly	
Outreach programmes on Anti- Corruption campaign				4,329				2,245,050	3,985,600	Quarterly	
Promote discipline in all aspects of life											

Child Protection issues(Child marriage, Child Labour, Human Trafficking)				3,120				2,715,580	2,304,540	Quarterly	
Citizenship Week Campaigns on environmental governance				10,000				1,280,000	1,520,000	Quarterly	
Education on Good Citizenship(Duties of a citizen)				9,048				7,090,000	11,006,000	Quarterly	
Reactivation and formation of CECs				10,000				1,700,000	1,900,000	Quarterly	
Sensitize the public on public on Ghanaian cultural values				3,245				1,850,000	2,358,500	Quarterly	
Engage citizens on patriotism and nation building				2,133				1,143,260	2,056,240	Quarterly	
Civic education on environmental governance with focus on sanitation, illegal mining, pollution of water bodies, illegal felling of trees				3,217				2,289,470	2,600,030	Quarterly	
Intensify civic education activities in schools and CECs				10,000				1,681,000	1,810,210	Quarterly	
Sensitize the public on abatement of nuisance(noise making, littering and pollution of the environment)				2,148				1,230,050	1,411,990	Quarterly	

- i. Categorized into input, output, outcome or impact indicators,
- ii. Have information on how it will be measured and by whom,
- iii. Indicate the frequency of monitoring,
- iv. Have targets for the NMTDPF 2018-2021 implementation period,
- v. Have baselines (they should be established where they do not exist)

Step 6.4 – Monitoring and Evaluation Calendar (WORK PLAN)

It is important to point out that, one other vital component of the Commission's M&E Plan is the Annual M&E Calendar or Work Plan. It is developed through a participatory process featuring the actors, frequency of activity, the time frame and a budget relating to each activity.

Step 6.5 - Data Collection, Collation, Analysis and Use of Results

Collection

The Commission data collection process will include;

- Regions/Districts mailing its quarterly reports to the Commission
- Field survey i.e. observational survey
- Interviewing collaborating partners

Step 6.6 - Data Collation – IT Based

A data validation workshop will be organized to ensure that, the data is devoid of mistakes and discrepancies. The Commission is also in the process of establishing a well-functioning information Technology (IT-based) to facilitate data collection, processing, analysis and storage as well as retrieval for timely and accurate policy planning for Sector Medium-Term Development Policy Framework (SMTDPF) implementation and decision making. The Commission will organize a workshop for the training of M&E staff on Ghana Info Database System to facilitate data collection, analysis and presentation.

Step 6.7 - Data Analysis

It is the responsibility of M&ED to collate all primary and secondary data to analyze and report to NDPC, Parliament, Ministry of Finance and other stakeholders. M&E data collated will only become useful when analyzed and interpreted to highlight thematic areas of concern and to identify interventions for development in the agency.

The data will be analyzed to explain the results being produced by each project. Data analysis will further demonstrate how the sector is performing with regards to all the indicators (core and sector specific) and the critical areas of concern for the general public. Each indicator will be examined and the appropriate action taken to address the findings. The basis for the analysis is to report on the progress and retreat of each indicator towards meeting the goal, objectives and targets of NCCE Medium-Term Development Policy Framework.

Step 6.8 – Results

After each monitoring exercise, the M&E will inform the Commission and its stakeholders of the key observations and findings. The decentralized departments collecting data at the sector level will also brief the Chairman, Stakeholders and other donor agencies on the progress of work, observations and gaps identified. This will allow all stakeholders to take the necessary actions that require redress before the next monitoring exercise. The M&ED will include its findings, observation and actions in its Quarterly and Annual Progress Reports to stakeholders. The APR will sum up all the M&E activities in the year.

Table 22 – Data Collection Matrix

OBJECTIVE	ACTIVITY/IES	INDICATOR	DATA COLLECTION PERIOD	DATA COLLECTION METHOD	DATA DISAGGREGATION		RESULTS
					MALE	FEMALE	
Deepen Democratic Governance	Educate all segments of the Ghanaian population on their civic rights and responsibilities and the attainment of true democracy	50% of Ghanaians to be sensitized on their civic rights and responsibilities and the attainment of true democracy	Quarterly/Bi-annually	Interviews Focus Group Discussions (FGDs) Review of activity reports			Positive results from interviewees
Promote the fight against corruption and increase public accountability	Sensitize identifiable groups in communities on the Anti-corruption, Rule of Law and Accountability Program (ARAP)		Quarterly/Bi-annually	Interviews Focus Group Discussions (FGDs) Review of activity reports			Positive results from interviewees

Table 23 – Evaluation Matrix

EVALUATION CRITERIA	EVALUATION QUESTIONS		DATA NEEDED	DATA SOURCES	DATA COLLECTION METHODS	OUTPUT TO COMMUNICATE
	MAIN QUESTIONS	SUB-QUESTIONS				
Relevance	How do citizens perceive NCCEs contribution to fighting corruption and deepening democratic governance?		Baseline data Interviews	Interviews Survey report(s)	Interviews Focus Group Discussions (FGDs) Survey	
Efficiency	Which innovative and cost effective approaches were adopted in educating the populace?		Best practices	Interviews Activity reports Monitoring reports	Interviews	
Effectiveness	Was the population targets set for each objective achieved?	How many people were reached with education on	Data on population reached in 2017 and 2018	Monitoring reports Activity reports	Desk review	

		<p>anti-corruption for the year?</p> <p>How many people were reached with education on their civic rights and responsibilities in 2018 compared to 2017?</p>				
Impact	Has NCCEs work contributed to enhanced knowledge on anti-corruption?		<p>Baseline data</p> <p>Mid-term evaluation data</p>	<p>Monitoring reports</p> <p>Survey reports</p>	<p>Survey</p> <p>Interviews</p>	
Sustainability	Did sensitization programmes involve key community actors?		<p>Monitoring reports,</p> <p>Activity reports</p>	<p>Interviews</p> <p>Activity reports</p>		
others						

CHAPTER 7

COMMUNICATION STRATEGY

The purpose of this chapter is to formulate strategies and to bring the approved NCCE's Medium-Term Development Policy Framework (2018-2021) to all stakeholders with the view of soliciting the co-operation and collaboration of all stakeholders so as to facilitate successful implementation of planned programmes and projects, disseminate the Commission's policies, programmes, projects, and progress reports. This is to create awareness on the expected roles of all stakeholders in the implementation of Commission's programmes and projects, promote dialogue and generate feedback on the performance of the Commission, and to access and manage the expectation of the public concerning the services being delivered by the Commission.

The NCCE Medium-Term Development Policy Framework (2018-2021) argues for the best delivery of civic education channels such as the media, billboards, focus group discussions, workshops, community meetings etc are important visibility mechanisms.

Table 24 - COMMUNICATION STRATEGY METRIX

No.	ACTIVITY	PURPOSE	AUDIENCE	METHOD/TOOL	TIMEFRAME
1	Periodic Staff Durbar	Increase knowledge of Staff on the activities the Commission	Staff	<ul style="list-style-type: none"> • Notice boards • Circulars • Social Media and Website 	Quarterly
2	Media/ press Briefing	Enhance awareness and visibility of activities of the Commission	Media (Print, radio, television, online)	<ul style="list-style-type: none"> • Press releases- print and online • Social Media • Website 	Quarterly/Annually
3	Education and sensitization through Social Media	Enhance awareness and visibility of activities of the Commission.	General public	<ul style="list-style-type: none"> • Social media platforms (Facebook, twitter, instagram, Youtube) • Website 	Daily
4	Education and sensitization through audio visuals and documentaries	Deepening civic consciousness among the citizenry.	General public	<ul style="list-style-type: none"> • Short films • Documentaries • Jingles • Animation • Motion graphics 	Quarterly/Annually
5	Mounting of suggestion boxes	Garner feedback from staff and visitors to improve civic education delivery.	General public and staff of the Commission.	Suggestion box	Monthly
6	Media coverage of key activities of the Commission	To increase awareness and visibility of the Commission	Media (Print, radio, television, online)	<ul style="list-style-type: none"> • Social media platforms • Notice board • Circulars • Posters, banners, brochures, flyers etc. • Mini float 	Annually
7	NCCE's participation in Ghana@ 60 independence day celebrations	<ul style="list-style-type: none"> • Educate citizens on the importance of independence • Promotion of patriotism and nationalism 	General public	<ul style="list-style-type: none"> • Social Media • Website • Newspaper publications • TV and radio • Floats • Posters, banners, brochures, flyers etc 	Quarterly/Annually

