

2013-2017

**NATIONAL PEACE
COUNCIL**



**FIVE-YEAR STRATEGIC PLAN
FOR THE NATIONAL PEACE
COUNCIL**

A presentation of the National Peace Council's strategic plan over the next five years in accordance with the National Peace Council's mandate under Act, 2011 (818) including a plan to implement the Peace Fund.

NATIONAL PEACE COUNCIL



Strategic Plan 2013 – 2017

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Foreword

After five years in the making, the National Peace Council Act, 2011 is passed and being implemented. Today, Ghana stands poised to proactively respond to potential conflicts and to educate Ghanaians on the essential knowledge and life skills to choose thoughtful instead of instinctive behavior. We will promote understanding of peace for behavioural change so that by 2017, Ghanaians are more prone to informed behaviour with an increased respect for and tolerance of diversity, and increased knowledge of, skills for, and positive attitudes about sustainable peace.

With elections, we facilitated prevention and management of electoral violence for peaceful elections in December 2012 and will do so for 2016. We will endeavor to prevent tensions from erupting into conflict ensuring that by 2017, Ghana will have improved on its national capacity to prevent and manage conflict through strengthened conflict prevention mechanisms.

The Peace Council's task of resolving Ghana's perennial conflicts is a tall order and the next five years will be challenging. We will identify root causes to resolve conflict and by 2017 ensure that the national capacity for identifying root causes and resolving conflict is improved. Conflict is a natural part of life, however, escalations into violence are not, and if such an eruption occurs, the security services will ensure cease fire. After which The National Peace Council will manage conflicts so as to contain and limit further violent escalation. We will promote the values of reconciliation, tolerance, trust and confidence building, mediation and dialogue as responses to conflict. From these efforts, we are certain that by 2017, there will be improved national capacity to manage conflict.

We may be new but we do not stand alone. We will work with our partners, who are conflict resolution institutions and practitioners. Preventing, managing, resolving, conflicts, and building peace requires a coordinated response from several actors, notably our Chiefs, women, youth, security services, Community Based Organizations, CSOs, and development partners. We cannot on our own douse the fires, but we can together. We will jointly plan and implement a coordinated and harmonized action plan. Our goal by 2014 is to enhance through a harmonized and coordinated peace mechanism, national peace, and stability.

We need to equip ourselves for this challenge. We need people, offices, equipment, and logistics. Without these programmatic requirements, we cannot get very far. These needs will be filled in due time. By 2017, the National Peace Council will be fully discharging its mandate as a functional institution with the right people, efficient systems and processes, and adequate infrastructure.

The few of us who are already with the Council are dedicated and passionate about improving Ghana's stability. We are overcoming current challenges to deliver our mandate and I take this opportunity on behalf of the Board to thank you as well as encourage you to stay the course. I am certain that we are only going to get better as we work with our partners for significant results over the next five years.

Most Rev. Professor Emmanuel Asante

Chairman of the National Peace Council

List of Abbreviations and Acronyms

ADR	Alternative Dispute Resolution
ASEAN	Association of Southeast Asian Nations
CSOs	Civil Society Organizations
DPACs	District Peace Advisory Councils
EC	Electoral Commission
GDP	Gross Domestic Product
GNI	Gross National Income
GPI	Global Peace Index
GSGDA	Ghana Shared Growth and Development Agenda
HR	Human Resource Department
HRM	Human Resource Management
KAIPTC	Kofi Annan International Peacekeeping Training Centre
NPC	National Peace Council
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
M&E	Monitoring and evaluation
NCCE	National Commission for Civic Education
NMC	National Media Commission
PEST	Political, Economic, Social, and Technological Analysis
PR	Public Relations
RPACs	Regional Peace Advisory Councils
SOP	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TA	Technical Assistance
UNSCR	UN Security Council's Resolutions
WPSI	Women Peace and Security Institute

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1 EXECUTIVE SUMMARY

Ghana, after almost two decades of constitutional democratic rule is a relatively strong democracy with noteworthy accomplishments. Ghana has an enviable record of protection of fundamental civil liberties, political and human rights, and is progressing towards achieving the Millennium Development Goals (MDGs). Ghana has successfully held free and fair elections with smooth transitions of power over the last two decades.

In spite of this international recognition as a relatively stable nation, Ghana has a myriad of perennial conflicts which have at times erupted into violent clashes and if not addressed has the potential of destabilizing the nation. Most of Ghana's internal conflicts seem to be largely initiated by minor disputes at the community level that erupts into violence. The main underpinning causes for Ghana are inequities of access to, distribution of, management and use of resources including natural resources like land. Other major causes of conflicts in Ghana include political conflicts and chieftaincy disputes. This is the environment within which the Council is mandated to facilitate and develop mechanisms for conflict prevention, management, resolution and to build sustainable peace.

This strategic plan was developed to articulate the Council's priorities over the next five years with the purpose of facilitating implementation of its mandate as stated in Act 818. The Leadership of NPC used a down-up approach to develop the plan by consulting a wide range of peace actors identified as key stakeholders. In addition to the Council, Stakeholders from Sunyani, Upper East, Upper West, Tamale, and Accra were consulted. Stakeholders provided direct input in developing the situational analysis, the Council's strategic direction and objectives, as well as actions.

The Council has carefully planned effective strategies in consideration of its statutory mandate, the current environment within which the Council has to build peace, as well as the Council's capacity. Ghana's medium-term national development policy framework: Ghana Shared Growth and Development Agenda (GSGDA), 2010-2013 identifies the need to end recurrent conflicts that continue to thwart national cohesion, economic growth, and most importantly undermines peace and stability. The GSGDA recognizes that there are "many conflicting claims to land in Ghana, land disputes abound."

Whether the conflicting groups are inter or intra ethnic groups, Chiefs, political parties, institutions, government or another party; the root causes at the heart of Ghana's internal conflicts need to be addressed. The National Peace Council will seek to be proactive, responsive, and inclusive in its strategies to maintain peace, prevent, manage, and resolve conflicts. The Council will provide advice to the government on underlining causes of conflict such as socio-economic disparities to promote policies addressing these issues. Also, the Council as the legislatively mandated national body for peace work will use a partnership strategy to harmonize and coordinate all peace efforts in Ghana. Additionally, the representation of women, the youth, and security agencies will be mainstreamed into the Council's work. Peace education and research will also be undertaken by the council to acquire and share knowledge on conflict issues to enrich the understanding and assessment of conflict in Ghana, as well as inform proactive and reactive conflict mechanisms. The Council will use elections periods as an opportunity to promote tolerance and respectful political discourse.

Three other key strategies are conflict prevention, management, and resolution. As tensions begin to increase, but before any violence breaks out, the Council will prioritize facilitation and development of mechanisms to prevent escalation into violence. As conflict erupts, the Council will prioritize facilitating and developing mechanisms to restructure or redefine the issues of tension so as to contain and limit the conflict from escalation further. The Council will seek to facilitate and develop mechanisms to end the conflict and its root causes. This is a formidable task and a long term achievement that will take collaborative effort to solve the problem of resorting to conflict and the surrounding feelings, interests and grievances. The Council will primarily adopt the Alternative Dispute Resolution (ADR) mechanism to manage conflicts. ADR is a collective term for a broad spectrum of conflict management mechanisms without resorting to trial or violence.

The Council has identified six strategic objectives to address the fundamental policy questions that affect its ability to accomplish its mandate. The objectives are resolved from the Council's mandate:

1. To coordinate and harmonize all Peace actors and initiatives within Ghana:
2. To promote understanding of peace for behavioural change:
3. To facilitate prevention and management of electoral violence:
4. To prevent tensions from erupting into conflict
5. To manage conflicts so as to contain and limit further violent escalation
6. To identify root causes and resolve conflict

To achieve its objectives, the Council will work with other Peace Partners: to ensure that linkages and synergies are developed with existing initiatives and actors for a combined effort to achieve more pronounced impact. The public's capacity will also be developed and strengthened to change behaviour by promoting respect and tolerance for diversity, knowledge, skills, attitudes, and highlighting the common ethical values, and shared sameness that underlies human diversity. Tolerance and respectfulness for peaceful elections will also be promoted. Additionally, where applicable the Council will develop or facilitate the development of sustainable mechanisms to prevent tensions from erupting into conflict, escalating into violence and to resolve conflicts.

The National Peace Council has also identified a programmatic objective. This programmatic objective is important because the strategic objectives do not focus on the development of the Council's ability to accomplish its mandate. The Council's development of its capacity will be addressed by the programmatic goals and requirements. The programmatic objective is to develop the National Peace Council's institutional capacity to facilitate and develop mechanisms for conflict prevention, management, resolution and to build sustainable peace in the country. In designing and developing programming, the Council will ensure to mainstream strategic partnerships, youth, and gender: the Council will coordinate and harmonize all peace efforts for joint delivery; the impact implications on gender will also be considered to ensure equity; and the inclusion of marginalized youth.

To achieve its programmatic objective, three primary, essential, and fundamental necessities for the Council to function will be addressed: the Council's human resource capacity, the systems and processes, and the infrastructure. Over the next five years, the National Peace Council will aim to establish and provide the basic levels of these fundamental requirements especially at the district and regional levels. The Council will improve its visibility and accessibility by educating the public of its role and the services it provides. Improving visibility will maintain the Council's credibility, legitimacy, and clarify public perceptions.

The council has developed and included an implementation plan to guide its work over the next five years. As five years is a considerable amount of time, the implementation plan is structured to be a flexible guideline with clear direction, specific crosscutting themes, and defined roles and responsibilities. The Council will develop more specific annual work plans with detailed activities. However, the implementation plan includes a roadmap and broad action plans. The implementation roadmap is a prioritization of objectives and actions that must be accomplished within the mid-term, to enable other actions to be implemented. While the action plans delineate the Council's priorities and are designed to focus the Council on achieving its strategic objectives.

A Monitoring and Evaluation (M&E) plan is also included to help the Council to assess if it is meeting the strategic objectives of this plan. In addition to identifying several risk factors and assumptions including sufficient funding and cooperation of peace actors, the Council has also included a logical framework to measure progress towards expected results and reporting schedule to ensure receipt of timely and useable data on conflict initiatives.

This plan is costed and as expected for a new nationwide institution, the startup funding required for the Council to begin working in earnest is rather high. The Council has two sources of funding, the government, and UNDP. Currently the estimated funding required remains a gap and the Council will use a three prong approach of seeking funds from the Government, the Private Sector and Development partners. The Council will also establish the Peace Fund to solicit funds from individuals and other sources to meet its funding gap.

2 STATUTORY MANDATE

2.1 BACKGROUND

The National Peace Council (NPC) is an independent statutory national peace institution established by the eight hundred and eighteenth (818) Act of the Parliament of the Republic of Ghana, named The National Peace Council Act, 2011. Thus any activity undertaken by the Council must be derived from its mandate under Act 818. The core function of the Council is to prevent, manage, and resolve conflict and to build sustainable peace.

With the passing of Act 818, NPC became operational in 2011. Its establishment abolished the previous peace strategy of National, Regional and District Security Councils that established Regional Peace Advisory Councils (RPACs) and District Peace Advisory Councils (DPACs).

The National Peace Council comprises at the national level of a governing body known as the Board of thirteen eminent persons appointed by the President. The appointment is for a period of four years but a Board member may resign or membership may be revoked by the President for stated reasons. There is also an Executive Secretary appointed by the President, responsible for day to day administration of the affairs of the Council.

At the Regional and District Levels, the NPC is comprised of Regional and District Peace Councils appointed by the Board in consultation with the Regional coordinating Council and the District Assembly respectively. There are also Regional and District Executive Secretaries appointed by the President.

The President retains the power to appoint other staff of the Council as and when necessary. "Other public officers may be transferred or seconded to the Council or may otherwise give assistance to it. The Council may engage the services of advisors on the recommendations of the Board" (Act 818).

The Board submits its annual report to Parliament through the Minister of Interior. Expenditure of the Council is charged to the Consolidated Fund.

"Except as provided in the Constitution, the Council is not subject to the direction, control of any person or authority in the performance of its functions" (Act 818). The Council does have and cherishes its independence. It has the autonomy to set its priorities and determine the use of allocated resources. The Board also has the independence of establishing committees of the Board from members or non-members or both to perform a function.

Members of the Council are precluded from participating in active party politics.

2.2 STATUTORY FUNCTIONS

The statutory mandates of the National Peace Council are set out in Act 818 as:

The Object of the Council:

2. The object of the Council is to facilitate and develop mechanisms for conflict prevention, management, resolution and to build sustainable peace in the country.

The Functions of the Council:

3. To achieve its object, the Council shall

- (a) harmonise and co-ordinate conflict prevention, management, resolution and build sustainable peace through net-working and co-ordination;
- (b) strengthen capacities for conflict prevention, management, resolution and sustainable peace in the country including but not limited to chiefs, women, youth groups and community organizations;
- (c) increase awareness on the use of non-violent strategies to prevent, manage and resolve conflict and build sustainable peace in the country;
- (d) facilitate the amicable resolution of conflict through mediation and other processes including indigenous mechanisms for conflict resolution and peace building;
- (e) promote understanding of the values of diversity, trust, tolerance, confidence building, negotiation, mediation, dialogue and reconciliation;
- (f) co-ordinate and supervise the work of the Regional and District Peace Councils;
- (g) facilitate the implementation of agreements and resolutions reached between parties in conflict;
- (h) make recommendations to the Government and other stakeholders on actions to promote trust and confidence between and among group; and
- (i) perform any other function which is ancillary to its object.

Functions of a Regional Peace Council:

11. A Regional Peace Council shall

- (a) offer advice to the Regional Coordinating Council and the Regional Security Council in relation to conflict prevention, management, resolution and building sustainable peace in the region;
- (b) mediate in conflict which is likely to erupt in violence and intervene after law and order is restored by the Regional Security Council;
- (c) engage in public education and create awareness of conflict indicators within the region and make recommendations to the Regional Co-ordinating Council and the Regional Security Council on how to improve the situation;
- (d) facilitate the organization of activities that build friendship, promote trust, tolerance, goodwill and reconciliation between communities;
- (e) initiate and support training and capacity building programmes for relevant stakeholders in the region;
- (f) perform other functions that may be assigned by the Regional Co-ordinating Council and
- (g) perform any other function which is ancillary to its object.

Functions of a District Peace Council:

14. A District Peace Council shall

- (a) assist the District Assembly and the District Security Council in peace initiatives,
- (b) mediate in inter and intra-community conflicts or conflicts among groups within the district except that where armed violence has broken out, the invitation of the District Security Council shall be required,
- (c) engage in public education and create awareness on conflict indicators within the district and make recommendations to the District Assembly on how to improve the situation,
- (d) facilitate the organization of activities that build friendship, promote trust, tolerance, goodwill and reconciliation between communities and prevent the occurrence of conflict,
- (e) initiate and support training and other capacity building programmes for relevant stakeholders in the district, and
- (f) perform any other functions determined by the Regional Security Council and National Security Co-ordinating Council

3 SITUATIONAL ANALYSIS

3.1 NATIONAL CONTEXT

After gaining independence in 1957, Ghana suffered under intermittent military interventions until 1992 when it returned to constitutional rule. Ghana, after almost two decades of constitutional democratic rule is a relatively strong democracy with noteworthy accomplishments. Ghana has an enviable record of protection of fundamental civil liberties, political and human rights, and is progressing towards achieving the Millennium Development Goals (MDGs). Significant progress has been made in eradicating extreme poverty and hunger and achieving universal primary education. Ghana has successfully held free and fair elections with smooth transitions of power over the last two decades.

The World Bank Governance Indicators ranks Ghana in the 50th - 75th percentile in the world over the last 15 years for *Voice and Accountability* which captures perceptions of the extent to which a country's citizens are able to participate in selecting their government, as well as freedom of expression, freedom of association, and a free media; for *Government Effectiveness* which captures perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies; and for *Rule of Law* which captures perceptions of the extent to which agents have confidence in and abide by the rules of society, and in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence.

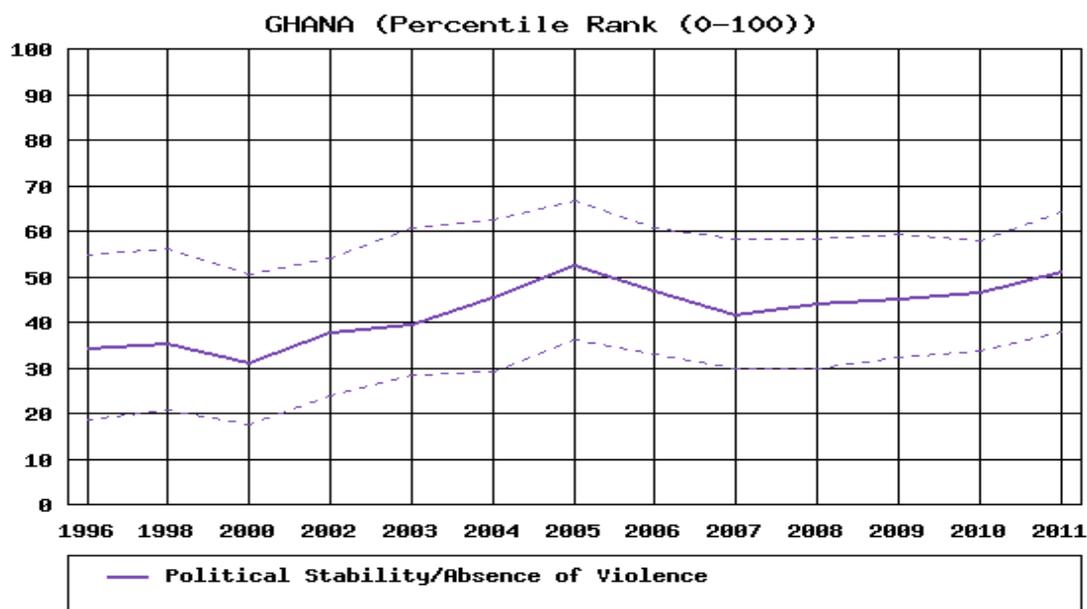
In contrast, within the Sub-Saharan region of Africa, where Ghana is located, constitutional democracy has been less successful. The region is plagued with violent conflict and until 2012 the Global Peace Index (GPI)¹ was the least peaceful region in the world. Ghana has been a stable refuge in the midst of this regional conflict. Within this region of the forty eight (48) countries, Ghana's regional GPI rank is the 5th most peaceful nation. This has made Ghana a sanctuary to many refugees from the region especially from Liberia, Togo, Sudan, Sierra Leone, and Côte d'Ivoire. Ghana's long characterization as a largely peaceful nation is noted in Ghana's medium-term national development policy framework: Ghana Shared Growth and Development Agenda (GSGDA), 2010-2013, states:

The generally stable and peaceful atmosphere which prevails in the country provides an opportunity to focus on the implementation of the appropriate policies that are required for accelerated growth of the economy and the creation of quality jobs.

In spite of this international recognition as a relatively stable nation, Ghana has a myriad of perennial conflicts which have at times erupted into violent clashes and if not addressed has the potential of destabilizing the nation. These prevailing conflicts have already begun affecting the perception of Ghana's stability. In 2012, Ghana's GPI ranking fell from 40th in 2007 and 42nd in 2011 to the 50th position. Also, Ghana's World Bank Governance Indicator rank for *Political Stability/Absence of Violence* which measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically-motivated violence and terrorism, has been in the 25th - 50th percentile for the past 14 years with the exception of 2005 and 2011 which saw a slight improvement to push Ghana into the 50th - 75th percentile (see Chart 1).

¹ The Global Peace Index ranks 158 nations according to 23 dimensions of peace
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3.1.1.1 CHART 1: The World Bank Governance Indicators Rank for Ghana's Political Stability/Absence of Violence



Source: Kaufmann D., A. Kraay, and M. Mastruzzi (2010), *The Worldwide Governance Indicators: Methodology and Analytical Issues*

Note: The Worldwide Governance Indicators (WGI) are a research dataset summarizing the views on the quality of governance provided by a large number of enterprise, citizen and expert survey respondents in industrial and developing countries. These data are gathered from a number of survey institutes, think tanks, non-governmental organizations, international organizations, and private sector firms. The WGI do not reflect the official views of the World Bank, its Executive Directors, or the countries they represent. The WGI are not used by the World Bank Group to allocate resources.

Most of Ghana's internal conflicts seem to be largely initiated by minor disputes at the community level that erupts into violence. The main underpinning causes for Ghana remain inequities of access to, distribution of, management and use of resources including natural resources like land. Chieftaincy is another major source of conflict caused by issues such as succession, destoolment, political interference, and corruption in management and use of stool property. According to Abotchie (2006), there were about 600 land disputes in Ghana and to Aikins (2011) the Ministry of Chieftaincy and Culture had a record of 232 reported chieftaincy disputes filed at the research office as of May 2010.

This is the Ghana the Council is mandated to facilitate and develop mechanisms for conflict prevention, management, resolution and to build sustainable peace. To develop effective and responsive strategies, the Council must analyse its strengths, weaknesses, opportunities, and threats (SWOT). This analysis contributes essential input to understanding the environment within which the Council must operate and provides the framework for defining NPC's organizational analysis. The strengths and weaknesses scrutinize the internal factors of the Council, while the opportunities and threats examine the external impact on the Council.

3.2 EXTERNAL ENVIRONMENTAL ANALYSIS

The analysis of the external environment studies the context within which the Council operates and the external impact on the Council but over which the Council has no control. This section looks at the Political, Economic, Socio-cultural, and Technological (PEST), as well as Legal, and International factors, and their impact on the Council.

3.2.1 POLITICAL FACTORS

3.2.1.1 PARTISANSHIP

Ghana exercises intensely partisan politics, and this is informed by tensions between ethnic groups. Ethnic groups align themselves to specific political parties based on the ethnicity of party leaders and historic relationships. Political parties reward the ethnic groups to which they have an alliance once in power by distributing resources to them as a thank you for supporting their campaigns. These factions in the country have really fractured development discourse and made it difficult to achieve consensus on national issues. All national issues are politicized including conflicts as political parties compete to be saviours. Politicians seek to even intervene in traditional and Chieftaincy disputes at times exacerbating the issue. This is characterized by constant debating of politics on the radio, TV and in print media.

3.2.1.2 GOVERNMENT SYSTEM

Of the three branches of government, the Executive, Legislative and Judiciary, the Executive branch is the most powerful as granted by Ghana's 1992 constitution. The Ghanaian presidency is very strong, as the Head of State and Government. Thus the President's power extends to the responsibility of implementing and enforcing laws enacted by Parliament, and as such appoints Ministers and the Cabinet. This power is further extended by parliament as most Acts give the President the power to appoint or nominate the highest levels of leadership for governmental agencies and committees. The NPC's Board and Executive Secretary are both appointed by the President therefore, running the risk of being seen as partisan.

3.2.2 ECONOMIC FACTORS

Ghana is classified as a Middle Income Country given economic improvements that has seen its real Gross Domestic Product grow from 4.2% in 2001 to 13.6% in 2011 (Ghana Country Report). In spite of this, many Ghanaians are still quite poor with a Gross National Income of \$1,584 in 2011 as opposed to \$972 in 1980 (HDR Statistics).

The Ghanaian economy does not escape its politics. Ghana operates a political economy. This means that our economy is not distinct from our politics, and political forces determine economic outcomes especially the distribution of wealth. With a relatively small private sector, most of the economically viable assets in Ghana are controlled by government. From land, state businesses such as airlines, to being the largest guaranteed buyer in agriculture, the government is the biggest business owner in Ghana. Thus most of the improvements generated by Ghana's GDP and GNI do not flow back to the masses, and there remains considerable inequality in the distribution of wealth especially among regions, the youth, and gender. The marginalized groups may be pushed to turn to conflict in hopes of changing their circumstances for more significant economic engagement.

3.2.2.1 LAND

Ghana is the land of gold but land is Ghana's gold. Land ownership in Ghana has four forms: Government, Vested, Customary/Stool, and Family/Private. Revenue collection, distribution, and documentation of land rights are controlled by public land sector and the management of this natural resource is plagued with conflicting and outdated laws. Acquiring land is unduly cumbersome in Ghana and even after properly leasing or renting land it is often the case that another titleholder who has also properly leased or rented the same land challenges ownership. It is needless to say that the land tenure system and market reforms that have been ongoing for several years is widely anticipated to resolve land disputes which, according to the GSGDA, is the most common root cause of conflicts in Ghana.

3.2.2.2 *YOUTH BULGE*

Ghana defines the youth bracket as people between age 15 and 35 unlike the international bracket of 15-24 years. The youth represent 33% of Ghana's population according to the 2010 census, many of whom remain unemployed, depending on family and frustrated with the difficulties within the economy. This has led the Ghanaian youth to be disaffected. Unemployed youth also become accessible to 'conflict entrepreneurs' and political parties who seek to use them as foot soldiers.

Attempts by successive governments to address the issue of youth and unemployment have produced impressive policy frameworks like the National Youth Policy of Ghana, but there is still more to be done. Given the exclusion of the youth comes the high potential for them to engage in conflict to change their circumstances.

3.2.3 SOCIAL/CULTURAL FACTORS

3.2.3.1 *CHIEFTAINCY*

The traditional political system of authority and administration for Ghana's ethnic groups is embodied in the Chieftaincy institution which is constitutionally preserved. The source of conflicts in the institution is mainly caused by the multiplicity of rival claims to chieftaincy. The role of Chiefs in Ghana is critically important as they are the sole custodians of stool land. Although the Chiefs have constitutional powers for land and settling of disputes in their communities, they also have a role in development as well as traditional socio-cultural, spiritual, and quasi-political powers over their group. This makes the position of a Chief even in modern day Ghana quite compelling and as such a position many wish to occupy, creating conflicts for succession. In some cases the Chieftaincy is also faced with corruption in terms of the misuse and disposal of stool property and revenue, as well as the comingling of stool and private property.

Ghana has seen violent Chieftaincy conflicts in some parts of the country. Notably the northern part of Ghana (Northern, Upper East, and Upper West regions) has seen an excess of perennial Chieftaincy conflict.

Both the Houses of Chiefs and the Ministry of Chieftaincy and Culture, have made efforts with limited success to resolve Chieftaincy conflicts. This situation creates a challenge for the Council and will require exceptional care in facilitating and developing mechanisms for preventing, managing, and resolving Chieftaincy conflicts.

3.2.3.2 *ETHNICITY*

Ghana is a very ethnically and culturally diverse nation with about 75 groups marked by language. Ghana's 2010 census showed that Akans are the predominant ethnic group making up 47.5%, followed by the Mole-Dagbani 16.6%, the Ewe 13.9%, the Ga-Dangme 7.4%, and the smallest ethnic group is the Mande 1.1%. Inter-ethnic and intra-ethnic disputes have been relatively regular in Ghana resulting in destruction of property and loss of lives.

3.2.3.3 *POPULATION GROWTH*

The current population growth of 2.5 percent according to the 2010 census represents a 30.4 percent increase from the 2000 census. Increasing number of people correlates directly with increase in conflicts because conflict is a natural part of life. It is natural to have disagreements, conflicting interests, goals, ideas, and values. More conflicts will put more pressure and urgency on the need for NPC to achieve its mandate.

3.2.3.4 GENDER

Women constitute 51.3 percent of the population whereas men make up 48.7 percent according to the 2010 census. Despite being more than half of the population in Ghana, women have long been marginalized in decision making and peace negotiations. Half of Ghana's capacity is not being used efficiently and this problem is replicated at the global level. Of the peace treaties developed over the last two decades, only 16% (Global Peace Building Center) made any reference to women. Ghanaian women, like women all over the world, engage in conflict as combatants, survivors, peace-builders and as such must be part of the formal response to conflict. A cursory look at Act 818 and the Council Board, past and present, will quickly reveal that women are inadequately represented. Developing a stronger and more efficient effort to bring about peace requires using all of Ghana's capacity and potential, meaning women must be included in peace negotiations. This issue is important to all, both men and women, if the end goal is to improve life in Ghana.

Considering gender in the peace process has become increasingly important due to the UN Security Council's resolutions 1325 (2000), 1820 (2008), 1888 and 1889 (2009). The resolutions note the differing effects of conflict on women, recognizing the importance of including women in resolving conflicts and developing sustainable peace. The resolutions also provide a framework for eliminating of sexual violence and women's participation in peace processes. Ghana's Ministry of Women and Children's Affairs has developed a National Action Plan to implement the UN Security Council's resolutions (UNSCR) 1325 on Women, Peace, and Security. The Kofi Annan International Peacekeeping Training Centre (KAIPTC), within the framework of the Women Peace and Security Institute (WPSI), also seeks to support the implementation of the UNSCR 1325 and 1820.

3.2.3.5 YOUTH

Ghana's youth represents 33% of the population and have been directly involved in most of the internal violent conflict. However the youth is often not included in formal peace building efforts. Act 818 makes no provision for youth representation. However including the youth in decision-making dialogue reduces the risks of social, economic, and political exclusion currently felt by Ghana's unemployed youth. Additionally, it will not be possible to attain sustainable peace without including those directly engaging in conflict.

3.2.3.6 TRAINING AND EDUCATION

The current literacy rate is improving and the GSGDA's strategy to integrate essential knowledge and life skills into school curriculum to ensure conflict prevention and management means that Ghana is fostering an understanding of tolerance and strengthening capacities for sustainable peace. It is expected that Ghana will meet by 2015 the MDG to achieve universal primary education. Ghana's adult literacy rate for 2011 was 66.6% of the population (HDR Statistics).

However, like our economy, education is not fairly distributed throughout the country. The northern part of Ghana, which is a hot spot for conflict and in several other conflict areas the level of education is rather low. Thus, Peace education and training using suitable techniques to help increase tolerance and respect across differences needs to be further promoted especially in conflict areas to deepen understanding.

3.2.4 TECHNOLOGICAL FACTORS

Ghana is enjoying the technological revolution which is rapidly changing how organizations work, communicate, disseminate information, and elicit participation. This gives The Council a more efficient way to educate the public for gradual attitude and behavioural change. These technologies can be used to promote conflict prevention, management, and resolution, resulting in a quick spread of information. Print, TV, radio media, the internet with its social networking and mobile telephones are all tools available to mobilize people for Peace. This is a very effective tool especially for the youth who are very influenced by the media, social networks, and mobile telephones.

3.2.5 LEGAL FACTORS

Ghana's legal system is generally sound and legal reforms are often addressed even though enforcement of laws could be improved. Traditionally, the court system has settled conflicts. However, the challenge of the adversarial nature of conflict solving where one party wins and the other loses, the congested courts and affordable access makes it a less appealing option for providing timely conflict prevention, management, and resolution. In consequence of that, Alternative Dispute Resolution (ADR) has been introduced into the Ghanaian legal system. The Council seeks to promote alternative positive and cooperative approaches to help disputants find mutually beneficial solutions based on an understanding of their needs, interests, and available options.

3.2.6 INTERNATIONAL FACTORS

Internationally, Peace building is recognized as an essential foundation for progress in eradicating poverty and realizing development goals. It has become widely understood that economic growth, justice, access to fair services, legitimate politics, human security, and justice cannot be achieved if undermined by conflict.

Ghana is located in a volatile region and is surrounded by nations that are often engaged in violent conflicts. This creates a critical need for Ghana to develop mechanisms to prevent these conflicts from spilling over the borders into the nation.

3.3 INTERNAL ENVIRONMENT

The National Peace Council has been in existence since 2006 and given legal backing with an act of parliament in 2011. This internal situational analysis focuses on the Council's current level of programmatic capacity required to realize its mandate.

3.3.1 NATIONAL PEACE COUNCIL'S STRENGTHS

1. Legitimately established by Act 818
2. Mandate is comprehensive and conceptually strong placing the Council in a position of strength
3. Mandate precludes the need to use force or impose solutions to conflicts
4. Autonomy from executive control provided by statutory framework
5. Board members of the council are eminent persons and credibly neutral since members are nominated from institutions that are not political
6. Strong relationships and the ability of the Council to work with other key stakeholders including former Regional Peace Advisory Councils (RPACs) and District Peace Advisory Councils (DPACs), local CSOs, and development partners
7. Credible and respectable Board members and Executive Secretary
8. Technical and financial support, long-term relationship and commitment from UNDP
9. Former peace council that existed previously under the architecture of peace developed a positive reputation for the council
10. The inauguration of the formalized and current peace council was very well received by the society at large and the peace building community in particular

3.3.2 NATIONAL PEACE COUNCIL'S WEAKNESSES

1. Inadequate number of staff and slow pace of recruitment for Regions and Districts
2. Limited physical accessibility of the Council, which currently has only one (1) office
3. Structures not yet fully developed and no internal control systems and processes apart from that in the one office (no personnel, offices, limited operational logistics, procurement, and finance)
4. Lack of decentralized structures as the Regional and District Peace Councils are yet to be established
5. Limited funding to initiate activities and the establishment of structures
6. Weak field experience to draw on and technical expertise in Conflict prevention, management, resolution and peace building
7. Lack of peace coordination experience as a body
8. Public perception of partisanship against certain council members
9. Public perception that the Council is controlled by present government because appointed by the ruling government
10. Council Board is not gender balanced with only one (1) woman on the Board
11. Council Board has no youth representation
12. Council Board consists of all religious bodies and no security service agencies
13. Poor public visibility and recognition with a lack of understanding or knowledge of the Council's mandate and activities

3.3.3 NATIONAL PEACE COUNCIL'S OPPORTUNITIES

1. Ghana is a constitutional democratic state with considerable respect for human rights and a desire for peace.
2. As a newly established institution, the Council has the advantage of garnering goodwill and public trust by demonstrating neutrality
3. Council has the opportunity to draw on existing peace building expertise from Regional Peace Advisory Councils (RPACs) and District Peace Advisory Councils (DPACs)
4. There are several opportunities for partnerships between the council and the existing credible and competent peace building community like the Peacekeeping force, Research Centres such as the Legon Centre for International Affairs, Institute for Economic Affairs, Kofi Annan International Peace Training Centre etc.
5. Current perennial conflicts in Ghana need the Council's intervention which could lead to some quick wins
6. There are no major national wars and conflicts currently in Ghana and this create an opportunity for the Council to primarily prioritise prevention mechanisms.
7. There is an opportunity between the 2012 election and the next to work with other stakeholders (EC, NCCE, NMC, Police Service, etc) to identify root causes and triggers of electoral conflict and to put in place measures that would reduce both at the 2016 national elections.
8. The current system of adjudication is bogged down and creates long and dragged out litigation making mediation and alternative dispute resolutions an opportunity for the Council

3.3.4 NATIONAL PEACE COUNCIL'S THREATS

1. Insufficient funding, structures, staffing for the Council could lead to failure to implement its statutory object and functions
2. Continued lack of expertise and specialized capacity and infrastructure threatens the Council's ability to discharge its mandate
3. Failed Conflict Management and Resolution may lead to eruption of violence
4. There are a lot of stakeholders and players on the ground working on peace building and the lack of clarity of roles will lead to the duplication of efforts
5. Lack of public understanding of the Council's functions and its linkages with current stakeholders.
6. A prevailing public perception of a partisan Council will lead to lack of confidence and eventual collapse of the institution
7. Collaborating with partners mandated by Act 818 (District Security Council, Regional Security Council, District Assembly, and National Security Coordinating Council), which have weak organizational structures will affect the Council's performance

4 STRATEGIC MODEL

Over the next five years, the National Peace Council has developed the following strategic model to guide achievement of its statutory mandate.

4.1 VISION

The National Peace Council's vision is to have a country characterized by a dynamic environment where people can engage in their lawful activities confident that the institutions, mechanisms, and capacities for mediating differences and grievance are effective and responsive.

4.2 MISSION

The National Peace Council will facilitate the development of mechanisms for cooperation among all relevant stakeholders in peace building in Ghana by promoting cooperative problem solving 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.

4.3 STRATEGIC DIRECTION

Ghana's medium-term national development policy framework: Ghana Shared Growth and Development Agenda (GSGDA), 2010-2013 identifies the need to end recurrent conflicts that continue to thwart national cohesion, economic growth, and most importantly undermines peace and stability. The GSGDA recognizes that there are "many conflicting claims to land in Ghana, land disputes abound." It further notes:

Although Ghana has made significant progress in achieving an appreciable level of good governance compared to the other countries in the sub-region and the continent at large, there still remain a number of critical challenges that require urgent resolution to deepen and sustain the progress made. These include: conflict between and among the arms of government and governance institutions; resource disparity that undermines the role of different arms of government; low participation of civil society organisations in governance; and a high perception of corruption in the public sector.

With increasing pressure of population growth, conflicts over land, water, and resource utilization constraints will be exacerbated. In addition, overlapping policies at all levels of governance have led to sectoral conflicts with regard to resource development and management, including environmental protection.

Whether the conflicting groups are inter or intra ethnic groups, Chiefs, political parties, institutions, government or another party; the root causes at the heart of Ghana's internal conflicts need to be addressed. As discussed in the previous chapter under the external environmental analysis, and as addressed by the GSGDA above, Ghana's conflicts are caused by a number of underlying issues. The core of these issues is the access to, control and use of resources, resources such as land, minerals, and oil deposits on the sea coast. There are other significant causes such as the central structure of the Chieftaincy and its lack of a regulatory framework to govern issues of succession, paramountcy, destoolment etc, and political interference. Socio-economic inequity is also another cause, with poverty, lack of access to lucrative economic activity, and lack of opportunities for change fueling frustrations. The National Peace Council in discharging its mandate has developed the following strategies to address these issues.

The National Peace Council seeks to be proactive and responsive to the identified strategic issues within the scope of its mandate. The Council will bring together partners to find solutions to conflicts; will conduct analysis to better understand and respond to conflicts; develop conflict prevention, management

and resolution mechanisms and skills; educate the public to become effective peace builders. In doing so, the Council hopes to adopt the following strategies:

4.3.1 GENDER, YOUTH, AND SECURITY MAINSTREAMING

The representation of women, the youth and security agencies are currently muted in Act 818, however, the strategic principle to be adopted by the Council is to increase the role of these groups. Gender, Youth, and collaboration with Security Services will be mainstreamed in all of the Council's programming. These groups will be included at decision making levels at the district, regional and national level for conflict prevention, management, resolution, and peace building.

4.3.2 NETWORKING, PARTNERSHIPS, AND COORDINATION

The National Peace Council seeks to engage in an inclusive process in undertaking its mandate. Developing effective and productive partnerships through networking is necessary to avoid excluding peace actors, which is counter-productive and lead to a division that will affect cooperation on implementation. All peace actors, such as regional, district organizations, security services, civil society, and independent groups will be garnered into a Peace network. Recognizing the plethora of peace actors in Ghana and engaging them to participate in the peace process will ensure that mechanisms and tools are more effective.

The Council recognizes that currently Ghana has numerous peace actors in operation especially at the community level. This means that projects, programmes, and activities already exist and are ongoing. These activities may be using similar or the same strategies that the Council will also employ. Therefore, the Council must evolve the partnership process into a coordinated and harmonized practice. For this strategy to be successful, the Council as the legislatively mandated national body for peace work will use the partnership platform to harmonize and coordinate all peace efforts in Ghana. All existing peace activities will be inventoried and evaluated to ensure that concepts, definitions, targets, and methodologies are harmonized.

Coordination is not control, "coordination focuses on managing interdependencies among multiple individuals or activities involved in the overall task (Crowston, 1997; Kraut & Streeter, 1995). Control focuses on improving performance relative to a certain overall goal (e.g., organizational goal) when the goals of individual stakeholders (e.g., employees) differ from those of the larger overall entity (e.g., the organization) (Henderson and Lee, 1992, Kirsch, 1996, Mantei, 1981). The Council will seek to set common goals, collaborate on implementing activities, share resources and information, and enhance capacities of partners to ensure mutual benefit in achieving the common goal of peace.

This process will begin with the Council networking with Peace actors in the district, regional, and national levels. Once all relevant actors are determined, the Council will form a Peace Partnership for Ghana, which will involve ascension to a Memorandum of Understanding (MOU). This MOU is intended to first recognize the Council as the Coordinating body of peace initiatives in Ghana; and second to agree to a harmonized, coordinated, and collaborative operational structure and processes for peace initiatives in Ghana; and thirdly agree to Joint Programming. This means that Peace Partners will have joint work plans, division of labor, shared physical, intellectual, financial, human, and infrastructural resources; shared accountability including planning, implementing, managing, monitoring, information, decision-making². All will be done together to streamline resources and achieve peace together.

Such a cohesive effort will result in:

- Increase efficiency in the use of resources
- Utilization of existing expertise, creativity, experience, physical and intellectual capacity
- Develop more effective and comprehensive solutions
- Avoid duplicated efforts which is a waste of financial resources and time
- A shared sense of commitment and responsibility which lead to a high rate of implementation

² The Council's Board has the power in Act 818 to establish committees.

- Strengthened capacity for the peace process
- Achieve peace together, where it would have been impossible or difficult to accomplish alone.

4.3.3 PUBLIC PEACE EDUCATION AND RESEARCH

As noted in the GSGDA, Peace education is an essential life skill that must be acquired by all because conflict is naturally part of life. The Council will embark on a massive public peace education program to bring about change in behaviour by promoting respect and tolerance for diversity, the knowledge, skills, attitudes, common ethical values, and the shared sameness that underlies human diversity. Equipping people to identify conflict styles, indicators, enabling them to compromise, and choose thoughtful instead of instinctive behaviour will prevent tensions from erupting into violence. Peace education campaigns for both formal and informal sectors are an important cross-cutting measure for the Council.

Additionally, the Public Peace Education will promote the work of the Council at all levels, the peace actors' network, and coordinated peace initiatives. The public will be trained in how to access and contribute to the available structures and mechanisms. Public Peace Education will be implemented nationwide and targeted at children, the youth, and adults. Peace Education will make use of technology to continue the dialogue on peace and reviewing of indicators that turn interactions into disagreements, the available responses to rising tensions, constructive and creative solutions to such problems. The Council will use the broadcast and print media, as well as the internet using games and social media networks like Facebook and Twitter; and finally using the mobile telephone to disseminate key reminders about human values, ethics, morals, conflict indicators, and issues that inflame conflicts.

Knowledge creation, management, learning and sharing about conflict prevention and resolution within and outside Ghana is essential. The Council will actualize the Harmattan School, which is a learning platform where peace and conflict issues affecting the conflict prone area will be deliberated and creative solutions developed. Prioritized areas for initial participatory research include:

- Possible salient tensions being caused by the flurry of oil and natural gas explorations in western Ghana;
- The impact of the growing youth bulge on conflicts in Ghana;
- Documentation of women's experiences in conflict in Ghana;
- Documentation of people living with disabilities' experiences in conflict in Ghana

The Council will also undertake research that will enrich the understanding and assessment of conflict in Ghana, as well as inform proactive and reactive conflict mechanisms. The research findings will also be used to improve programming and advocacy.

4.3.4 ELECTIONS

During elections periods, there is potential for conflict when the electoral process is perceived as corrupt and unfair. All political parties and stakeholders seek to participate and may look to conflict and violence if they perceive the process to be unresponsive. Ghana has had generally peaceful elections despite a lot of heated wrangling and debating by parties throughout the period.

The Council, during Presidential and Parliamentary Elections in Ghana will collaborate with stakeholders such as the political parties, the media, the Judiciary, the Electoral Commission and other relevant stakeholders to ensure a tolerant and respectful civil discourse.

4.3.5 CONFLICT PREVENTION

As tensions begin to increase, but before any violence breaks out, the Council will prioritize facilitation and development of mechanisms to prevent escalation into violence such as:

- Effective monitoring of conflict indicators and Early Warning Systems beginning from the district level through the regional to the national level. The Council will evaluate the current National Early Warning System in Ghana to determine how to best ensure an effective and comprehensive solution. The primary goal is to ensure that information about potential security threats reaches peace actors who can mitigate tensions quickly. The capacity of both peace actors and the general public will be strengthened to efficiently feed into the system.
- Conflict analysis of each conflict the Council seeks to address. Although land disputes are identified as the most common root cause of internal conflicts in Ghana, the religious, cultural, social, and traditional peculiarities of the particular groups engaged in the specific internal conflict to be addressed must be analysed. Conflicts are specific, not generic. The Council will adopt the approach of critically analyzing each major internal conflict by identifying the interests, specific root causes, and all stakeholders to find common ground that will lead to creative and collaborative solutions.
- Preventive diplomacy involves sending neutral prominent mediators to engage in dialogue in an attempt to build trust and increase predictability among the conflicting parties in an attempt to solve the problem. After receiving the warning and analyzing the conflict, the next step is to act early and timely to stop violent conflict. The key is to try to reach a consensus regarding sensitive issues and to mitigate ongoing tensions. The Council will in collaboration with peace actors explore the use of this mechanism in Ghana which has been successfully used by the United Nations, the Association of Southeast Asian Nations (ASEAN), as well as other peace actors.
- Confidence and trust building measures in local communities to foster progress in stalemates that are causing increasing tensions. These measures seek to ensure predictability and create an enabling context for the peace process to be successful. Confidence and trust building will change behaviour and relations as it makes conflicting parties confident that the opponent is accountable, reliable, and trustworthy. The Council in collaboration with partners will use this strategy

In seeking to operationalize these strategies into action, the Council will work in a collaborative manner with its partners to evaluate existing projects, to find synergies for shared solutions, and to collaborate to share resources. This will mean that the Council's two pronged mandated directive to "facilitate" and "develop" mechanisms, will be actively applied. The Council will not always develop the mechanism but where applicable will assist other partner's to develop. For example, ongoing efforts to codify customary laws will have a significant impact on Chieftaincy conflicts caused by succession, paramountcy, and destoolment; the Council will seek to facilitate these efforts. This collaborative and coordinating strategic mechanism the Council will adopt.

4.3.6 CONFLICT MANAGEMENT

The Council, as conflict erupts, will prioritize facilitating and developing mechanisms to restructure or redefine the issues of tension so as to contain and limit the conflict from escalation further. The Council will primarily adopt the Alternative Dispute Resolution (ADR) mechanism to manage conflicts. ADR is a collective term for a broad spectrum of conflict management mechanisms without resorting to trial or violence.

- Conflict analysis of each conflict the Council seeks to address. This is the same mechanism discussed under Conflict Prevention. The key is that before solutions can be developed and implemented, the Council must ask the right questions about the disputants, the process, and the problem for a deeper understanding of the conflict. This understanding will inform which of the mechanisms will be most appropriate and useful to manage the specific conflict.

- Consensus building is a process to get the disputants to disclose the underlying needs or reasons for their position i.e. their interests not demands or positions, educating each other on their interests and using the understanding gained to review options and settle on an overwhelming agreement to which all stakeholders address their interest as best as possible. It creates a win-win result without solving the conflict or allowing holdouts to derail the process. This is conflict management at its most participatory and conflict specific manner. It is an important step to creating genuine accountability, fostering active listening amongst disputants and peace actors, and understanding of conflict styles. There are two schools of thought on whether Consensus building requires not unanimity. The Council prefers unanimity, however this mechanism will be utilized where relevant and if the specific conflict being addressed can be sustainably contained without unanimity the Council is not averse to application.
- Negotiation is communicating and bargaining directly among disputants to reach an agreement unassisted and will be encouraged by the Council if applicable. The Council will promote disputants attempts to work together to find mutually acceptable outcomes.
- Mediation is a process where a mediator, mutually accepted by the disputants, assists disputants to communicate amongst themselves to better understand each interest to possibly reach an agreement which addresses their interests and resolve their dispute. The Collaborative Problem Solving Process is an effective tool to use in diffusing competition and encourage cooperation among disputants to focus disputants on finding creative, collaborative solutions in mediating conflict. The mediator leads this process by having the disputants first define the conflict, analyze the causes, explore options to manage or resolve the conflict, and select the mutually preferred option. Mediators are not just facilitators although they will possess facilitation skills and they are neutral but not indifferent to blatant unfairness.
- The Council recognizes that the success of this mechanism depends on well trained and available mediators as such are needed to adopt this mechanism. The Council will, where appropriate, strengthen the capacity of existing mediators, facilitate the development, and/or develop sufficient well trained mediators nationwide.
- Peace education still continues as with prevention. With conflict management, special emphasis will be on the media and disputants to restrict broadcasting or publishing of insensitive information, to limit speech that will incite violence. Conflict management mechanisms will be undermined when disputants make strong public statements or air disagreements through the media and it is this behavior that the Council will seek to control.

4.3.7 CONFLICT RESOLUTION

The Council will seek to facilitate and develop mechanisms to end the conflict and its root causes. This is a formidable task and a long term achievement that will take collaborative effort to solve the problem of resorting to conflict and the surrounding feelings, interests and grievances. To achieve this, the Council will first need to assess the situation using its Conflict Analysis strategy. The root causes identified will determine the strategies to be employed.

Conflict Resolution Centers will be established in the districts to provide facilitators and mediators to help disputants resolve conflicts. Additionally, the following previously discussed and additional strategies will be applied:

- Conflict analysis to identify root causes
- Proactive intervention where disputants are not ready for direct communication or such communication will be counterproductive
- Consensus Building
- Standing Mediation Committees for ongoing dialogue to try and find resolutions
- Negotiations

- Peace agreements are necessary to hold all disputants and stakeholders accountable for implementing the agreements in good faith. Such agreements must include a mechanism to reassemble parties if terms are not upheld or if there is a change in circumstance

The strategies for conflict resolution must be responsive to the root causes and findings of the conflict analysis.

4.4 STRATEGIC OBJECTIVES AND OUTCOMES

To position the National Peace Council to succeed, it must focus on its core functions derived from Act 818. Its overall goal is to **build sustainable peace in Ghana**. The strategic objectives do not focus on the development of the Council's ability to accomplish its mandate. The Council's development of its capacity will be addressed by the programmatic goals and requirements. The strategic objectives addresses the fundamental policy questions that affect the Council's ability to accomplish its mandate. Six strategic objectives resolved from the Council's mandate are:

- To coordinate and harmonize all Peace actors and initiatives within Ghana
- To promote understanding of peace for behavioural change
- To facilitate prevention and management of electoral violence
- To prevent tensions from erupting into conflict
- To manage conflicts so as to contain and limit further violent escalation
- To identify root causes and resolve conflict

These objectives will be implemented at the district, regional and national levels and in collaboration with Peace Partners.

The following indicators will be used as a measure to monitor and ensure the Council is achieving this overall objective:

- The percentage of the targeted public aware of conflict indicators
- The percentage of the public that has confidence in the national peace architecture
- The number of Regional Peace Councils and District Peace Councils that are established and functional
- The percentage of conflicts successfully mediated by the Council
- The levels of funding for peace initiatives from the Consolidated Fund and the Peace Fund
- The number of people killed or displaced due to conflict
- The number of days of peace

4.4.1 STRATEGIC OBJECTIVE 1: TO COORDINATE AND HARMONIZE ALL PEACE INITIATIVES WITHIN GHANA

The National Peace Council with Peace Partners will ensure that linkages and synergies are developed with existing initiatives and actors for a combined effort to achieve more pronounced impact by:

- Establishing a network of all peace actors in Ghana
- Identifying and evaluating all ongoing peace initiatives in Ghana
- Instituting a national platform for Peace Partnerships to initiate joint initiatives
- Developing a coordination and operational framework for peace actors and initiatives
- Setting up Committees for planning, managing, implementing, monitoring of harmonizing activities and others

The outcome of this objective: By 2014, national peace and stability is enhanced through a harmonized and coordinated peace mechanism

Strategic o

4.4.2 OBJECTIVE 2: TO PROMOTE UNDERSTANDING OF PEACE FOR BEHAVIOURAL CHANGE

The National Peace Council with Peace Partners will develop and strengthen the public capacity to change behaviour by promoting respect and tolerance for diversity, knowledge, skills, attitudes, and highlighting the common ethical values, and shared sameness that underlies human diversity. The understanding of peace will be promoted by:

- Collaborating with research and other institutions to undertake research such as:
 - A conflict baseline survey on Oil Zones and their surrounding communities
 - The role of youth in conflict and the peace process
 - An integrated study on the economic, social/anthropological, legal perspectives of the Bawku conflict
- Findings from Conflict Analysis and research will inform the Council's programming as well as policy advice to government on issues affecting conflict, such as social and economic factors.
- Developing and conducting nationwide formal and informal peace educational campaigns specifically designed for each target group using all forms of media, social networks and mobile telephones, while also measuring baselines and targets
- Developing an informative website, facebook page and twitter account for ongoing peace education
- Collaborating with the University for Development Studies to institutionalize the Harmattan School
- Supporting the government's efforts (as stated in the GSGDA) to mainstream peace education into curricula

The outcome of this objective: By 2017, Ghanaians are more prone to informed behaviour with an increased respect for and tolerance of diversity, and increased knowledge of, skills for, and positive attitudes about sustainable peace

4.4.3 STRATEGIC OBJECTIVE 3: TO FACILITATE PREVENTION AND MANAGEMENT OF ELECTORAL VIOLENCE

The National Peace Council with Peace Partners especially the Media, NCCE, Electoral Commission, Political Leaders, Parliamentarians, the Small Arms and Light Weapons Commission, will promote tolerance and respectfulness for peaceful elections by:

- Engaging all political parties on strategies to ensure peaceful elections
- Collaborating with key stakeholders to undertake activities to reduce the likelihood of conflict
- Engaging the media on strategies for peace driven journalism
- Engaging other governance institutions on the electoral processes and developing strategies to ensure inclusiveness, fairness and transparency
- Promoting peace by supporting the creation, in conflict areas, of:
 - Platforms for religious/traditional leaders especially in the Northern, Upper East And West and Volta regions
 - Regional platforms for interaction between political parties and Chiefs, the media, security, women, youth leaders, and CSOs
- Strengthening the mediation platforms in conflict areas such as Bawku, Dagbon, Alavanyo/Nkonya, and Hohoe
- Conducting a post-election experiences and lessons learned in all regions

The outcome of this objective: Peaceful Elections by December 2016

4.4.4 STRATEGIC OBJECTIVE 4: TO PREVENT TENSIONS FROM ERUPTING INTO CONFLICT

The National Peace Council with Peace Partners especially the Media, NCCE, Electoral Commission, Political Leaders, Parliamentarians, the Small Arms and Light Weapons Commission, will where applicable facilitate the development of and/or develop sustainable mechanisms to prevent tensions from erupting into conflict by:

- Facilitating or developing an effective monitoring system of conflict indicators
- Strengthening the national Early Warning System by developing a common framework to ensure information is fed into the system and it reaches responding agencies
- Developing and conducting conflict analysis which should include a conflict mapping and an identification of underlying history, interests, specific root causes, actors, patterns of occurrence, status of the conflict, barriers to human security and opportunity for peace building
- Promoting research, learning and sharing of good practices within and outside the country
- Findings from Conflict Analysis and research will inform the Council's programming as well as advice to government on issues affecting conflict, such as social and economic factors.
- Facilitating or developing training programs using the most effective, cost efficient, and practical training methods, for Peace Partners and other stakeholders including but not limited to women, youth, representatives of security services and Chiefs on the following areas: Monitoring of Conflict Indicators; Contribution to and Use of Early Warning System; Conflict Analysis; Dialogue; Preventive Diplomacy; Confidence and Trust building.

The outcome of this objective: By 2017, improved national capacity to prevent conflict through strengthened conflict prevention mechanisms

4.4.5 STRATEGIC OBJECTIVE 5: TO MANAGE CONFLICTS SO AS TO CONTAIN AND LIMIT FURTHER VIOLENT ESCALATION

After the security services have ensured a ceasefire, the National Peace Council with Peace Partners especially the Media, NCCE, Electoral Commission, Political Leaders, Parliamentarians, the Small Arms and Light Weapons Commission, will facilitate the development of and/or develop sustainable mechanisms to limit and contain conflicts from escalating into further violence using ADR mechanisms by:

- Promoting the peace process and fostering efforts to advance cooperation and understanding of differing interests through ADR mechanisms including Conflict Analysis, Dialogue, Consensus building, Negotiation, and Mediation
- Conducting peace education campaigns focused on managing behaviour and speech which will incite violence especially for the media and affected parties
- Findings from Conflict Analysis and research will inform the Council's programming as well as advice to government on issues affecting conflict, such as social and economic factors.
- Facilitating or developing training programs, using the most effective, cost efficient, and practical training methods, for Peace Partners, and other stakeholders including but not limited to women, youth, representatives of security services and Chiefs on the following areas: Monitoring of Conflict Indicators; Contribution to and Use of Early Warning System; Conflict Analysis; Dialogue; Preventive Diplomacy; Negotiation; and Mediation

The outcome of this objective: By 2017, improved national capacity to manage conflict through strengthened conflict management mechanisms

4.4.6 STRATEGIC OBJECTIVE 6: TO IDENTIFY ROOT CAUSES AND RESOLVE CONFLICT

The National Peace Council with Peace Partners will where applicable facilitate the development of and/or develop sustainable mechanisms to identify root causes and resolve conflicts by:

- Conducting research on specific conflicts to identify underlying causes, needs, and interests. Findings should inform the Council's programming
- Providing advice and recommendations to government on policies and/or legislation that will address underlying root causes beyond the purview of the Council for example as social and economic causes of conflict.
- Promoting peace building, stabilization, reform, and reconciliation using mechanisms which may including, Conflict Analysis, Dialogue Consensus building, Negotiation, and Mediation
- Facilitating or developing training programs, using the most effective, cost efficient, and practical training methods, for Peace Partners, and other stakeholders including but not limited to women, youth, representatives of security services and Chiefs on the following areas: Monitoring of Conflict Indicators; Contribution to and Use of Early Warning System; Conflict Analysis; Dialogue; Advanced Consensus Building; Advanced Negotiation; Shuttle Diplomacy³; Advanced Mediation; and Peace Agreements

The outcome of this objective: By 2017, improved national capacity to identify root causes and resolve conflict through strengthened conflict resolution mechanisms

³Shuttle diplomacy is the process of mediators travelling between two or more parties of a conflict to negotiate peace when the parties are not prepared to speak directly to each other.

5 PROGRAMMATIC DIRECTION AND REQUIREMENTS

5.1 PROGRAMMATIC OBJECTIVE

The National Peace Council must have capable people, efficient systems and processes, and adequate infrastructures to enable it successfully discharge its functions as mandated by Act 818. Thus, the programmatic objective is:

- To develop the National Peace Council's institutional capacity to facilitate and develop mechanisms for conflict prevention, management, resolution and to build sustainable peace in the country.

The Council will meet its programmatic objective of developing the institutional capacity by:

- Recruiting, training, and retaining the right kind of people with the requisite skill sets
- Establishing efficient systems and processes
- Acquiring infrastructure, equipments, and facilities

The outcome of this objective: By 2017, the National Peace Council will be fully discharging its mandate as a functional institution with the right people, efficient systems and processes, and adequate infrastructure

5.2 PROGRAMMATIC APPROACHES

In designing and developing programming, the Council will ensure to mainstream the following approaches:

5.2.1 STRATEGIC PARTNERSHIPS

As part of the Council's strategies, networking and developing partnerships with peace actors is a crosscutting priority. The Council recognizes that currently, Ghana has numerous peace actors in operation especially at the community level. Peace actors are stakeholders working to promote peace and they range from religious leaders, CSOs, community groups, the private sector, to the governance institutions, the media, the Chiefs, women groups, political leaders, and to youth groups. Chiefs and Queen Mothers have long played an important role in the peace process and development. The Council will continue collaborating with Chiefs, Queen Mothers and peace actors to prevent, manage, and resolve conflicts.

The Council will also strengthen its partnerships by building a network for collaboration and joint programming. As the nationally mandated body for peace and conflict initiatives, the Council will coordinate and harmonize all peace efforts for joint delivery. This is especially necessary at the region, district, and community levels where the Council's presence is currently absent. The Council's use of this approach of fostering linkages with all peace actors will ensure that peace initiatives are complementary and synergistic. Streamlining strategic partnership for joint planning, managing, implementing, and monitoring will lead to broader impact of peace initiatives.

5.2.2 MAINSTREAMING

5.2.2.1 GENDER

To successfully achieve its mandate, the Council must ensure a gender perspective is mainstreamed in its programming and women are included at all levels. Gender does not refer to the sex of individuals but rather the social roles and interactions between men and women. The role of a woman defined by prevailing cultural norms in the Ghanaian society is clearly disadvantaged as opposed to men. Society's complex system of division of domination, power, and labour creates inequalities between men and women with regard to legal rights, access to resources, political participation, and opportunities for personal development and impact of conflict. The Council recognizes that, due to these social inequalities, the impact of violence and conflict is not the same for men and women. Similarly, as different ethnicities and cultural identities have differing needs and roles in conflict prevention and

management, so do men and women. This is the interdependence between social justice, gender equality, and peace building.

The Council also understands that the past and current construct of the Council's governing body is not gender balanced with only one (1) female representative. Using a gender mainstreaming approach to implementing its activities will address this weakness and promote equality. Programming and impact implications on gender will be considered to ensure equity. The role of women and men in conflict, their independent experiences, their needs, and interests will be integrated into the Council's work. The Council will ensure its activities are in line with the National Action Plan to implement the UN Security Council's resolutions (UNSCR) 1325 on Women, Peace, and Security Gender National Action Plan.

5.2.2.2 YOUTH

With the active role of the youth in violent conflicts, the Council acknowledges that the needs and interests of the socially excluded youth must be mainstreamed in conflict prevention and management and peace building initiatives. Youth participation will be institutionalized with them being engaged in planning, implementing, and monitoring of the Council's peace initiatives.

5.2.2.3 PEOPLE LIVING WITH DISABILITIES

The Council acknowledges that people living with disabilities, especially those inflicted through conflict must be mainstreamed in conflict prevention and management and peace building initiatives. People living with disabilities will be included and engaged in the Council's programming. The stories of such individuals will be documented and shared to create awareness.

5.3 PROGRAMMATIC REQUIREMENTS

The programmatic requirements are the essential and fundamental necessities needed for the Council to function; they are human resource capacity, the systems and processes, and the infrastructure. Without these requirements, the Council will be unable to perform and achieve any of its mandated functions. Currently, the Council is now generating its workforce and does not have the mandated presence in the districts, region, or even national level. The Council has been operating with a skeleton staff and infrastructure. Over the next five years, the National Peace Council will aim to establish and provide the basic levels of these fundamental requirements especially at the district and regional levels.

5.3.1 PEOPLE

Without the right people to carry out the importantly mandated duties of the Council, nothing will be accomplished. Thus the people within the organization are an asset and human capital, which the Council must invest in and nurture. The Council has an important job of organizing them to effectively perform assigned tasks. Organization of human resource is essential to the nature of the Council's functions and managers must ensure the Council has the right people, doing the right jobs at the right time. Acquiring the Council's human resources for the district, regional, and national offices is an imperative priority. Over the next five years, the National Peace Council will have a well-trained staff with the core expertise to perform their assigned duties. This will be achieved by developing a new human resource management system, generating the required staff, and building the capacity of the staff.

5.3.1.1 HUMAN RESOURCE MANAGEMENT SYSTEM

The Council needs to create a Human Resource Department (HR) as a top priority. The HR department administers the personnel functions, manages performance, employee relations and resource planning. HR should be responsible for the Human Resource Management (HRM) strategy which is how employees are managed as a resource. The goal of the HRM is to help the Council meet its strategic objectives by acquiring, developing, motivating, and maintaining its human resource. Meaning the HRM is the process for personnel planning, hiring, managing, firing, training, staff accountability, and all personnel issues. The HRM principles must be integrated into the Council's strategy, its mission, vision, mandates, and objectives, to ensure the HRM will support achieving the Council's strategy. This means for each strategy, a decision should be made about the expertise and appropriate number or employees needed. Over the

next five years, the HR manager(s) have an important role of advising the Board on employee issues and how they will help the Council achieve its goals.

Actions completed by NPC:

- *Identified mission, goals, and objectives*

Planned Action:

- Review and assess the operation needs for employees
- Create and implement a Human Resource Management Plan
- Develop and standardize HR Policies and Procedures including
 - An employee hand book
 - Job Descriptions
 - Recruitment Strategy
 - Performance Evaluation System
 - Workforce Plan
 - Training Policy

5.3.1.2 CAPACITY DEVELOPMENT

Conflict prevention, management, and resolution, as well as peace building requires peace actors to be well qualified with specific expertise, skills, and attitudes. Developing a human resource with the core competencies for the Council is an important priority for the next five years. In acquiring its human resource, the Council needs to attract and retain employees that demonstrate some of these core competencies to meet the strategic objectives and discharge the mandated functions. The HRM should include a recruitment strategy to provide timely and efficient supply of staffing needs.

The competencies to be developed for conflict resolution practitioners include:

Knowledge to be developed includes but not limited to:

- Conflict analysis (Conflict cycles, Conflict styles)
- ADR mechanisms especially Consensus Building, Negotiations, and Mediation (basic to advanced)
- Cross-cultural conflict interests
- Power analysis
- Psycho physiological and behavioural aspects of conflict
- Local History

Skills to be developed includes but not limited to:

- Active Listening
- Understand the different types of questions (open/closed) and their use
- Ability to identify available options and their consequences
- Identify elements of sustainable peace agreements

Attitudes to be developed includes but not limited to:

- Patience
- Tolerance for diversity in people and perspectives
- Respect for parties and confidentiality
- Fairness
- Accountable, trustworthy and honest
- Non Personalization of issues

Staff performance is another important component of the HRM and focuses on assigning, classifying, and training staff. Assigning recruited staff before they report to the Council is essential to ensure that the right people are put in the right positions. Classifying staff involves an alignment of the job description,

organizational chart, competencies of the staff, and compensation. Classification ensures that the employees are properly placed within the Council's structure.

Managing knowledge in the Council is another important HRM function. The learning, training, and career development of staff is necessary to improve performance. As discussed above, the Council will need specialized staff and such professionally talented individuals consider their personal career development path when making employment decisions. Thus this knowledge management will be critical if the Council wishes to recruit and retain highly competent and dedicated staff.

Planned Action:

- Develop an organisational structure to support the strategic objectives (developed under HRM)
- Structure jobs (competencies, tasks and activities) around strategic objectives and key actions (developed under HRM)
- Ensure the workforce plan of the HRM is designed to support the strategic objectives
- Compile workforce profiles and competencies required. (developed under HRM)
- Recruit staff by ensuring recruitment and selection practices in light of the strategic objectives
- Implement a comprehensive workplace skills plan (with a thorough training needs analysis developed under HRM)
- Implement a training policy (developed under HRM)

5.3.1.3 PERFORMANCE MANAGEMENT

Most public institutions fail to monitor and evaluate the performance of staff which weakens and mutes their impact. The Council, as part of the HRM will institute an annual employee performance evaluation during the last quarter of the year. This evaluation will link staff performance to the performance of the Council in achieving its strategic objectives. An incentive will be to use the results of the evaluation as part of the basis for staff to engage in career development like training and study leaves.

Planned Actions:

- Evaluate HR strategy using quantifiable measures, e.g. balanced scorecard
- Properly conduct a Performance management system (developed under HRM)

5.3.2 SYSTEMS AND PROCESSES

To efficiently streamline the Council's actions in an organized and disciplined approach to effectively deliver its strategic objectives, adequate and appropriate systems, and processes will be developed and implemented. At practically its inception, it is crucial for the Council to develop efficient systems and processes to create the proper foundation.

5.3.2.1 COMMUNICATIONS STRATEGY

The Council needs a communications strategy to help it communicate effectively amongst all levels (district, regional, national) and with partners to meet its strategic objectives. The Communication Strategy includes Public Relations (PR) plans. This communications strategy is both for internal communication to ensure information reaches staff and for communication amongst peace partners. It will identify types of information, the audience, message, tools, and activities for delivery, and the timescales. It should be aligned to the strategic objectives, vision, and mission of the Council. This will ensure timely flow of knowledge throughout the Council. Also included is a PR plan as the way the Council communicates through the media (print, TV, radio or online) is an important consideration. The Council's work is often sensitive and done behind the scenes to shun publicity for progress. However, the media is also needed to justify the Council's presence and existence. This balance needs to be communicated to relevant staff authorized to communicate with the media.

This Communications strategy has real implications on the Council's work. For example if information does not trickle up from the front lines to feed into the early warning systems, tensions cannot be diffused to prevent conflict. Additionally, if any staff is allowed to communicate with the media, there runs the risk of exposing either personal information to discredit neutrality of the Council or to derail

ongoing conflict management. In light of its importance, development of the Communication strategy is a top priority for the Council.

Planned Action:

- Develop and implement a communications strategy with a PR plan to provide more efficient linkage between both the National, Regional and District Offices

5.3.2.2 WORK PROCESSES AND STANDARD OPERATING PROCEDURES

Producing standard Conflict prevention, management, and resolution procedure will ensure that the Council delivers efficiently. Given that the Council's mandate makes service delivery a core tool for discharging its duty, it will be prioritized and strengthened. Staff must be predictable and confident in their ability to provide the public with quality services efficiently. The Council will develop and implement a procedures and processes to be implemented at the district, region, and national offices. Standard Operating Procedures (SOP) will also be useful for the harmonized Peace Network as it will facilitate joint action by establishing clear procedures, roles, and responsibilities for each Peace actor. Best practices within and outside Ghana should inform a baseline for developing efficient work processes. The Council needs to guide work process at all levels to ensure reliable and consistent work standard.

Planned Action:

- Develop and implement a service delivery manual and train staff during orientation.
- Develop and implement a conflict prevention, management, and resolution SOP

5.3.3 FACILITIES AND EQUIPMENT

The Council's work is done at the district, regional, and national levels as mandated by Act 818. This is central to its ability to identify and prevent potential conflict as well as manage and resolve conflict. However, currently the Council is only present at the national level. To begin discharging its mandate in earnest, the Council will need to acquire basic and adequate facilities and equipment at all levels. Distribution of basic facilities and equipment will be first prioritized for conflict prone areas to ensure the Council's services are present. These facilities include acquiring office accommodation for the national, regional and district offices; office equipment; transportation; office furniture and supplies.

In conjunction with Regional and District Governments, the Council will work to establish offices. All ten regions will have an office. However a rolling plan will be adopted for the districts where conflict areas will be prioritized and others established as resources become available or as required by changing circumstances. The Council must provide furnished offices with basic equipment and utilities before it can establish its presence in the districts and regions.

Planned Action:

- Set up the Peace Fund
- Developing and implementing a *procurement plan* is the first step. This is necessary to prioritize resources, purchases, and distribution of acquired assets. The Council will plan a standardized look, equipment, logistics, and utilities for all offices to be equally equipped. Thus distribution of acquired assets will be accomplished in an equitable and accountable manner.
- Acquiring adequate *office facilities* is a critical need for the Council to establish its presence in the districts and regions to provide its services and an important precondition to intended recruitment. The Council will work with the Regional and District Governments to establish offices.
- Procuring
 - Basic modern office *equipment* such as computers, projectors, printers, fax machines and photocopiers. This is an important precondition to intended recruitment.

- *Official transportation* for each district, regional, and national office is an important requirement for performing duties like public education, mediation, and confidence building.

5.4 VISIBILITY & ACCESSIBILITY

The Council will improve its visibility by educating the public of its role and the services it provides. To ensure people know how to contact and share information with the Council, accessibility to the Council and its facilities will also be promoted. Additionally, information about peace will be regularly disseminated. As previously discussed, all forms of communication will be utilized based on its appropriateness for the message including a website and social networks on the internet, mobile telephone, broadcast and print media, and even community drama troupes. Sharing information about the Council's work on ongoing conflict initiatives will be according to a defined policy given its sensitivity. Improving visibility and accessibility will maintain the Council's credibility, legitimacy, availability to all citizens and clarify public perceptions.

Planned Action:

- Implement a code of conduct and ethics (developed under HRM)
- Implement its public relations strategy and policy (developed under the Communications Strategy)

6 IMPLEMENTATION PLAN

The implementation plan combines the programmatic requirements with the Council's strategic objectives and seeks to operationalize the actions identified into concrete results. Thus the implementation plan is a management tool to guide the work of the Council over the next five years. Five years is a considerable amount of time, as such the implementation plan is structured to be a flexible guideline with clear direction, specific crosscutting themes, and defined roles and responsibilities. The Council will develop more specific annual work plans with detailed activities that will be derived from the strategic objectives and actions delineated in this strategic plan.

The implementation plan includes a roadmap. The implementation roadmap is a prioritization of objectives and actions that must be accomplished within the mid-term, to enable other actions to be implemented.

6.1 IMPLEMENTATION APPROACH

To demonstrate that implementation is timely, practical, and successful, the following implementation approaches will be used:

- Ensuring that *planned* strategic objectives to guide the activities are undertaken throughout the five years taking cognisance that emerging issues may require reprioritization of activities.
- Ensuring the use of strategies and programmatic approaches identified to inform annual work plans, especially mainstreaming of gender, youth, and people living with disabilities and the Council as a coordinator of peace initiatives.
- Ensuring that all resources are used efficiently and produce the expected impact through consistent monitoring. The relevance, results, efficiency, sustainability, and impact of activities will be evaluated periodically against the strategic objectives.

6.2 IMPLEMENTATION ROLES AND RESPONSIBILITIES FOR THE STRATEGIC PLAN

In implementation of this strategic plan, it is important to clarify the roles and responsibilities of each position to ensure efficient delivery amongst all levels of staff. Further details of roles and responsibilities can be found in Annex A.

6.3 ACTION PLANS

All of the Council's duties are mandated and as such the planned actions must be aligned to Act 818. The following action plans are flexible and should be guidelines from which the Council will derive its detailed annual work plan activities. The purpose is to keep the Council focused on achieving the strategic objectives identified. The actions also illustrate the Council's priorities.

6.3.1 PROGRAMMATIC REQUIREMENTS ACTION PLAN

The Council's programmatic requirements are currently incapacitating and at the Regional and District Offices, the Council is not permanently present to discharge its mandate. Personnel are now being recruited; there is no office accommodation, equipment, and transportation. Thus the priority of the Council's management is to achieve first, key elements of the Programmatic Objective:

- To develop the National Peace Council's institutional capacity to facilitate and develop mechanisms for conflict prevention, management, resolution and to build sustainable peace in the country.

The prioritized elements are: Council will meet its programmatic objective of developing the institutional capacity by:

- Recruiting, training, and retaining the right kind of people
- Establishing efficient systems and processes
- Acquiring infrastructure, equipment, and facilities

Programmatic Objective 0:	To develop the National Peace Council's institutional capacity
Outcome	By 2017, the National Peace Council will be fully discharging its mandate as a functional institution with the right people, efficient systems and processes and adequate infrastructure
Action 0.1	PEOPLE
Action 0.1 a	Review and assess the operational needs for employees
Action 0.1 b	Create and implement a Human Resource Management Plan. Ensure the workforce plan of the HRM is designed to support the strategic objectives
Action 0.1 c	Develop and standardize HR Policies and Procedures including <ul style="list-style-type: none"> ▪ An employee hand book ▪ Job Descriptions ▪ Recruitment Strategy ▪ Performance Evaluation System ▪ Workforce Plan ▪ Training Policy
Action 0.1 d	Recruit staff by ensuring recruitment and selection practices in light of the strategic objectives
Action 0.1 e	Develop and implement a training policy and ensure Staff's knowledge, skills, and attitudes are fully developed.
Action 0.1 f	Develop and implement a comprehensive workplace skills plan (with a thorough training needs analysis)
Action 0.1 g	Evaluate HR strategy using quantifiable measures, e.g. balanced scorecard
Action 0.2	SYSTEMS AND PROCESSES
Action 0.2 a	Develop and implement a communications strategy with a PR plan to provide more efficient linkage between the National, Regional and District Offices
Action 0.2 b	Develop and implement a service delivery manual to train staff during orientation
Action 0.2 c	Develop and implement a conflict prevention, management, and resolution SOP
Action 0.3	FACILITIES AND EQUIPMENT
Action 0.3 a	Procure equipment, logistics, and utilities for all offices to be equally equipped.
Action 0.3 b	Acquiring adequate <i>office facilities</i> is a critical need for the Council to establish its presence in the districts and regions to provide its services and an important precondition to intended recruitment.
Action 0.3 c	Procure basic modern office <i>equipment</i> such as computers, projectors, printers, fax machines, and photocopies. This is an important precondition to intended recruitment.
Action 0.3 d	Procure <i>official transportation</i> for each district, regional, and national office. This is an important requirement for performing duties such as public education, mediation, and confidence building.
Action 0.4	VISIBILITY & ACCESSIBILITY
Action 0.4 a	Implement its public relations strategy and policy (developed under the Communications Strategy)

6.3.2 STRATEGIC ACTION PLANS

The Council cannot achieve any of its six strategic objectives without first achieving crucial elements of its programmatic requirements action plans like hiring of staff. However, the following actions are guidelines to help the Council develop appropriate activities annually to meet the strategic objectives.

Some activities from consulted stakeholders that can be derived from these actions include:

1. At the National Level
 - a. Development of Regional and District policy directives
 - b. Advocacy for the amendment of the act to address gender and youth gaps
 - c. Build a database of conflict situations in Ghana and the results of conflict analysis
 - d. Advice on peace interventions at all levels
 - e. Undertake regular visits to regions and districts to ensure that activities are being implemented
2. At the Regional Level
 - a. Develop baseline information on threats to conflict, determining factors and targets of actions
 - b. Foster strong relations with Regional Security Councils, inter-ethnic peace committees, peace focused NGOs
3. At the District Level
 - a. Gather baseline data on threats to conflict
 - b. Organize perception reduction activities e.g. peace march and football match
 - c. Ensure peace clubs are formed in schools and communities
 - d. Formation of peace clubs at district
 - e. Establish Mediation Centers

6.3.2.1 STRATEGIC OBJECTIVE 1: TO COORDINATE AND HARMONIZE ALL PEACE INITIATIVES WITHIN GHANA

Strategic Objective 1:	To Coordinate and Harmonize All Peace Initiatives within Ghana
Outcome	By 2014, national peace and stability is enhanced through a harmonized and coordinated peace mechanism
Action 1.1	Establish a network of all peace actors in Ghana
Action 1.2	Identify and evaluate all ongoing peace initiatives in Ghana
Action 1.3	Institute a national platform for Peace Partnerships to initiate joint initiatives
Action 1.4	Develop a coordination and operational framework for peace actors and initiatives
Action 1.5	Set up Committees for planning, managing, implementing, and monitoring of harmonizing activities

6.3.2.2 STRATEGIC OBJECTIVE 2: TO PROMOTE UNDERSTANDING OF PEACE FOR BEHAVIOURAL CHANGE

Strategic Objective 2:	To Promote Understanding Of Peace For Behavioural Change
Outcome	By 2017, Ghanaians are more prone to informed behaviour with an increased respect for and tolerance of diversity, and increased knowledge of, skills for, and positive attitudes about sustainable peace
Action 2.1	Collaborate with research and other institutions to undertake the research such as: <ul style="list-style-type: none"> ■ A conflict baseline survey on Oil Zones and their surrounding communities ■ The role of youth in conflict and the peace process ■ An integrated study on the economic, social/anthropological, legal perspectives of the Bawku conflict
Action 2.2	Develop and conduct nationwide formal and informal peace building educational campaigns specifically designed for each target group using all forms of media, social networks and mobile telephones
Action 2.3	Develop an informative website, facebook page and twitter account for ongoing peace education
Action 2.4	Collaborate with the University for Development Studies to institutionalize the Harmattan School
Action 2.5	Support the government's efforts (as stated in the GSGDA) to mainstream peace education into school curricula

6.3.2.3

6.3.2.4 STRATEGIC OBJECTIVE 3: TO FACILITATE PREVENTION AND MANAGEMENT OF ELECTORAL VIOLENCE

Strategic Objective 3:	To facilitate prevention and management of electoral violence
Outcome	Peaceful Elections by December 2012 and 2016
Action 3.1	Engage all political parties on strategies to ensure peaceful elections
Action 3.2	Collaborate with key stakeholders to undertake activities to reduce the likelihood of conflict
Action 3.3	Engage the media on strategies for peace driven journalism
Action 3.4	Engage other governance institutions on the electoral processes and to develop strategies to ensure inclusiveness, fairness and transparency
Action 3.5	Promote peace by supporting the creation of platforms for religious/traditional leaders , in conflict areas, and Regional platforms for interaction between political parties and Chiefs, the media, security, women, youth leaders, and CSOs
Action 3.6	Strengthen the mediation platforms in conflict areas such as Bawku, Dagbon, Alavanyo/Nkonya, and Hohoe
Action 3.7	Conduct a post-election experiences and lessons learned in all regions

6.3.2.5

6.3.2.6 *STRATEGIC OBJECTIVE 4: TO PREVENT TENSIONS FROM ERUPTING INTO CONFLICT*

Strategic Objective 4:	To Prevent Tensions From Erupting Into Conflict
Outcome	By 2017, improved national capacity to prevent conflict through strengthened conflict prevention mechanisms
Action 4.1	Facilitate or develop an effective monitoring system of conflict indicators
Action 4.2	Strengthen the national Early Warning System by developing a common framework to ensure information is fed into the system and it reaches responding agencies
Action 4.3	Develop and conduct conflict analysis which should include a conflict mapping and an identification of underlying history, interests, specific root causes, actors, patterns of occurrence, status of the conflict, barriers to human security and opportunity for peace building
Action 4.4	Promote research, learning and sharing of good practices within and outside the country
Action 4.5	Facilitate or develop training programs using the most effective, cost efficient, and practical training methods for Peace Partners and other stakeholders including but not limited to women, youth, representatives of security services and Chiefs on the following areas: Monitoring of Conflict Indicators; Contribution to and Use of Early Warning System; Conflict Analysis; Dialogue; Preventive Diplomacy; Confidence and Trust building.

6.3.2.7

6.3.2.8 *STRATEGIC OBJECTIVE 5: TO MANAGE CONFLICTS SO AS TO CONTAIN AND LIMIT FURTHER VIOLENT ESCALATION*

Strategic Objective 5:	To Manage Conflicts So As To Contain and Limit Further Escalation
Outcome	By 2017, improved national capacity to manage conflict through strengthened conflict management mechanisms
Action 5.1	Promote the peace process and foster efforts to advance cooperation and understanding of differing interests through ADR mechanisms including Consensus building, Negotiation, and Mediation
Action 5.2	Conduct peace education campaigns focused on managing behaviour and speech which will incite violence especially for the media and affected parties
Action 5.3	Facilitate or develop training programs, using the most effective, cost efficient, and practical training methods, for Peace Partners, and other stakeholders including but not limited to women, youth, representatives of security services and Chiefs on the following areas: Monitoring of Conflict Indicators; Contribution to and Use of Early Warning System; Conflict Analysis; Dialogue; Preventive Diplomacy; Negotiation; and Mediation

6.3.2.9

6.3.2.10 STRATEGIC OBJECTIVE 6: TO IDENTIFY ROOT CAUSES AND RESOLVE CONFLICT

Strategic Objective 6:	To Identify Root Causes and Resolve Conflict
Outcome	By 2017, improved national capacity to identify root causes and resolve conflict through strengthened conflict resolution mechanisms
Action 6.1	Conduct research on specific conflicts to identify underlying causes, needs and interests
Action 6.2	Advice and recommend to government policies and/or legislation that will address underlying root causes beyond the purview of the Council for example as social and economic causes of conflict
Action 6.3	Promote peace building, stabilization, reform, and reconciliation using mechanisms which may including, Conflict Analysis, Dialogue Consensus building, Negotiation, and Mediation
Action 6.4	Facilitate or develop training programs, using the most effective, cost efficient, and practical training methods, for Peace Partners, and other stakeholders including but not limited to women, youth, representatives of security services and Chiefs on the following areas: Monitoring of Conflict Indicators; Contribution to and Use of Early Warning System; Conflict Analysis; Dialogue; Advanced Consensus Building; Advanced Negotiation; Shuttle Diplomacy; Advanced Mediation; and Peace Agreements

6.4 IMPLEMENTATION ROADMAP

The implementation roadmap prioritizes those actions that need to be achieved in the Mid-Term or are preconditions for other actions. The Council considers its programmatic requirements as foundations to earnestly begin discharging its mandate fully at the district, regional, and national levels.

	Priority Action	Completion Date
Action 0.1	PEOPLE	
Action 0.1 b	Create and implement a Human Resource Management Plan. Ensure the workforce plan of the HRM is designed to support the strategic objectives	Q1 2014
Action 0.1 c	Develop and standardize HR Policies and Procedures including <ul style="list-style-type: none"> ▪ An employee hand book ▪ Job Descriptions ▪ Recruitment Strategy ▪ Performance Evaluation System ▪ Workforce Plan ▪ Training Policy 	Q1 2014
Action 0.1 d	Recruit staff by ensure recruitment and selection practices in light of the strategic objectives	Q2 2014
Action 0.1 e	Develop and implement a training policy to ensure Staff's knowledge, skills, and attitudes are fully developed.	30% of staff with 50% of Core competencies by Q3 2017
Action 0.2	SYSTEMS AND PROCESSES	
Action 0.2 a	Develop and implement a communications strategy with a PR plan to provide more efficient linkage between the National, Regional and District Offices	Q1 2014
Action 0.2 b	Develop and implement a service delivery manual and train staff during orientation	Q1 2017
Action 0.2 c	Develop and implement a conflict prevention, management, and resolution SOP	Q1 2014
Action 0.2 d	Develop and implement work processes	Q1 2017
Action 0.3	FACILITIES AND EQUIPMENT	
Action 0.3 a	Developing and implementing a <i>procurement plan</i> to prioritize resources, purchases, and distribution of acquired assets including a plan to standardize the office design equipment, logistics, and utilities for all offices as well as distribution plan for acquired assets to be equitably deployed.	Q3 2013
Action 0.3 b	Acquiring adequate <i>office facilities</i> is a critical need for the Council to establish its presence in the districts and regions to provide its services and an important precondition to intended recruitment.	Q1 2015
Action 0.3 c	Procure basic modern office <i>equipment</i> such as computers, projectors, printers, fax machines, and photocopiers. This is an important precondition to intended recruitment.	Q1 2017

Action 0.3 d	Procure <i>official transportation</i> for each district, regional, and national office is an important requirement for performing duties like public education, mediation and confidence building.	Q1 2017
Action 0.4	VISIBILITY & ACCESSIBILITY	
Action 0.4 b	Implement its public relations strategy and policy (developed under the Communications Strategy)	Q3 2013
<u>Strategic Objective 1:</u>	To Coordinate and Harmonize All Peace Initiatives within Ghana	
Action 1.1	Establish a network of all peace actors in Ghana	Q3 2013
Action 1.2	Identify and evaluate all ongoing peace initiatives in Ghana	Q3 2013
Action 1.3	Institute a national platform for Peace Partnerships to initiate joint initiatives	Q3 2013
Action 1.4	Develop a coordination and operational framework for peace actors and initiatives	Q1 2014
Action 1.5	Set up Committees for planning, managing, implementing, and monitoring of harmonizing activities	Q3 2016
<u>Strategic Objective 2:</u>	To Promote Understanding Of Peace For Behavioural Change	
Action 2.2	Develop an informative website, facebook page and twitter account for ongoing peace education	Q3 2013
Action 2.5	Support the government's efforts (as stated in the GSGDA) to mainstream peace education into school curricula	Q4 2013
<u>Strategic Objective 3:</u>	To facilitate prevention and management of electoral violence	
Action 3.1	Engage all political parties on strategies to ensure peaceful elections	Q4 2012 and Q4 2016
Action 3.2	Collaborate with key stakeholders to undertake activities to reduce the likelihood of conflict	Q4 2012 and Q4 2016
Action 3.3	Engage the media on strategies for peace driven journalism	Q4 2012 and Q4 2016
Action 3.4	Engage other governance institutions on the electoral processes and to develop strategies to ensure inclusiveness, fairness and transparency	Q4 2012 and Q4 2016
Action 3.5	Promote peace by supporting the creation of platforms for religious/traditional leaders in conflict areas, and Regional platforms for interaction between political parties and Chiefs, the media, security, women, youth leaders, and CSOs	Q4 2012 and Q4 2016
Action 3.6	Strengthen the mediation platforms in conflict areas such as Bawku, Dagbon, Alavanyo/Nkonya, and Hohoe	Q4 2012 and Q4 2016
Action 3.7	Conduct a post-election experiences and lessons learned in all regions	Q4 2012 and Q4 2016

<u>Strategic Objective 4:</u>	To Prevent Tensions From Erupting Into Conflict	
Action 4.1	Facilitate or develop an effective monitoring system of conflict indicators	Q1 2014
Action 4.2	Strengthen the national Early Warning System by developing a common framework to ensure information is fed into the system and it reaches responding agencies	Q4 2013
Action 4.3	Develop and conduct conflict analysis which should include a conflict mapping and an identification of underlying history, interests, specific root causes, actors, patterns of occurrence, status of the conflict, barriers to human security and opportunity for peace building	Q4 2013

7 MONITORING AND EVALUATION

Monitoring and Evaluation (M&E), is the mechanism the Council will use to assess if it is meeting the strategic objectives of this plan. M&E is an ongoing process that provides regular feedback and early indications of whether interventions are making progress or not towards their intended objectives. The process will track actual performance against the planned strategic objectives and actions and entails collecting reports on implementation, analysing the reports against the planned strategies and outcomes.

7.1 PURPOSE AND SCOPE

This M&E plan is limited to the strategic objectives and actions. The purpose of the M&E is to conduct performance monitoring by following up on the implementation, reviewing progress of work plans against outcomes, staffing, and equipment. The progress or lack of progress collated is analysed against the planned strategic objectives and actions. The findings from the analysis informs the Council on

- Budget decisions
- Gaps in implementation, approaches and strategies
- The need for corrective measures

7.2 IMPLEMENTATION ROLES AND RESPONSIBILITIES

The roles of Council staff are defined as follows:

7.2.1 PEACE COUNCIL BOARD MEMBERS

- Review and approve plans for mid-term and major M & E activities.
- Provide policy direction on the M&E finding reports.
- Undertake occasional field validation visits

7.2.2 SENIOR MANAGEMENT

- Analyze and review collected consolidated data and reports
- Assess progress reports and propose recommendations and corrective measures
- Participate in regular field monitoring and validation visits
- Organize review meetings and external evaluations

7.2.3 COUNCIL SECRETARIATS

Councils should dedicate a unit where possible to take the lead in managing, and coordinating the M&E of the Strategic Plan. The unit should be present in District, Regional and National offices as the focal point for all M&E activities. As part of its responsibilities, this unit or focal person should undertake the following M&E activities:

- **Develop Data Collection Tools and Collect data:** Develop data collection instruments and tools including:
 - Field Observation
 - Key Informants Interview
 - Informal Questionnaire
 - Study of Documents

Supervise the collection of quantitative and qualitative data to verify progress towards established objectives. The office will develop data collection instruments and tools including:

- **Review Data Quality:** The performance data collected should be reviewed by the focal point to ensure its quality and consistency over time by analyzing the accuracy, reliability, timeliness and objectivity of received data.
- **Produce Progress Reports:** Provide a systematic and structured review of implementation of the reforms by developing a report from the data collected. Incident reports and other reports should also be produced to address specific issues that may arise.
- **Support Impact Evaluation:** The Council will undertake impact evaluations in the mid-term and the focal points should support the process.
- **Stakeholder Participation:** Annual participatory sessions should be organized to share published M&E findings with stakeholders. Dissemination of reports approved by the board should be timely to prevent discourse on historic data.
- **Information Management:** A record management system should be adopted to ensure that data is preserved. A database, where the equipment and facilities are available is preferred.

7.2.4 EXTERNAL STAKEHOLDERS

- Provide feedback to the National Board on the Council's published reports
- Participate in monitoring and evaluation process

7.3 RISKS AND ASSUMPTIONS

Factors completely out of the Council's control that could prevent it from successfully achieving its objectives include:

- Insufficient funding for the timely implementation of objectives and actions
- Offices, equipment, and logistics will be acquired and ready for staff
- There will be timely requirement and availability of highly skilled professional staff
- Peace actors will accept and recognize the Council as a coordination body
- Professional staff will be trained to acquire core competencies

7.4 REPORTING REQUIREMENTS

Regular reporting of progress on implementation is an integral part of M&E as it provides the primary data to be analysed. Reports must be timely to ensure that they provide meaningful, relevant and useable data on conflict initiatives. The Council will require all offices to submit reports, 2 weeks after the quarter ends: Week 2 of April, July, October, and January, to their respective M&E focal person. Reports expected are:

- Quarterly reports to support the collection of data *including the M&E Performance Assessment Form (see 8.4.1 & 8.4.1.1)*
- Semi Annual analyses of trends with recommendations, corrective measures, or alternative strategies for the prevention of and response to conflict using the *Results Table (see 8.4.1.2)*
- Situational or Incident reports that present urgent information of an incident should be forwarded immediately

7.4.1 QUARTERLY REPORT OUTLINE

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

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

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

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

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

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

Upcoming Implementation: This section should include a description of the next period's planned activities.

7.4.1.1 M&E PERFORMANCE ASSESSMENT FORM

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

Strategic or Programmatic Objective	Activity	Outcome Indicator	MOV ⁴	Progress Achieved	Implementer
Challenges and Solutions, Recommendations and Lessons Learned:					

7.4.1.2 RESULTS TABLE

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

Strategic or Programmatic Objective:								
Activities	Indicator				Sources of Data	Data Collection Methods	Frequency of Data Collection	Responsibility
	Outcome Indicator	Planned Outcome	Baseline	Target				

⁴ Means of Verification (MOV)

7.5 LOGICAL FRAMEWORK

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

Intervention logic		Objectively verifiable indicators of achievement	Sources and means of verification	Risks and Assumptions
Programmatic Objective 0: To develop the National Peace Council's institutional capacity				
Outputs/ Expected results	By 2017, the National Peace Council will be fully discharging its mandate as a functional institution with the right people, efficient systems and processes, and adequate infrastructure	No. of professional staff and general staff recruited with gender ratio Attrition rate of staff No. of Policies, Strategies, Systems and processes developed and implemented No. of offices equipped with adequate facilities and logistics	Annual Report Human Resource Management Plan Recruitment Strategy Peace SOPs Training Policy Communications Strategy District and Regional Offices Official Vehicles Code of Conduct and ethics Gender ratio of staff (professional and general)	Insufficient funding for the timely implementation of objectives and actions Offices, equipment, and logistics will be acquired and ready for staff There will be timely recruitment and availability of highly skilled professional staff
Strategic objective 1: To coordinate and harmonize all Peace initiatives within Ghana				
Outputs/ Expected results	By 2014, national peace and stability is enhanced through a harmonized and coordinated peace mechanism	No. of Peace actors within the network No. of Joint initiatives undertaken No. of Joint Committees set up	Coordinated and operational framework for peace actors developed Committee Reports Peace conference reports	Insufficient funding for the timely implementation of objectives and actions There will be timely recruitment and availability of highly skilled professional staff Peace actors will accept and recognize the Council as a coordination body Professional staff will be trained to acquire core competencies

Intervention logic		Objectively verifiable indicators of achievement	Sources and means of verification	Risks and Assumptions
Strategic objective 2: To promote understanding of peace for behavioural change				
Outputs/ Expected results	By 2017, Ghanaians are more prone to informed behaviour with an increased respect for and tolerance of diversity, and increased knowledge of, skills for, and positive attitudes about sustainable peace	No. of peace education campaigns organized No. of views of website No. of followers on twitter No. of Harmattan schools organized No. of researches undertaken	Peace education campaign Materials and reports Website Twitter page Harmattan school report Researches commissioned by the Council	Insufficient funding for the timely implementation of objectives and actions There will be timely recruitment and availability of highly skilled professional staff Peace actors will accept and recognize the Council as a coordination body Professional staff will be trained to acquire core competencies
Strategic objective 3: To facilitate prevention and management of electoral violence				
Outputs/ Expected results	Peaceful Elections in December 2016	No. of collaborations with stake holders No. of regional and national platforms created No. of mediation platforms organized No. of post-election experiences and lessons learned reports	Council Reports Media Reports Public Opinion Survey	Insufficient funding for the timely implementation of objectives and actions There will be timely recruitment and availability of highly skilled professional staff Peace actors will accept and recognize the Council as a coordination body Professional staff will be trained to acquire core competencies

Intervention logic		Objectively verifiable indicators of achievement	Sources and means of verification	Risks and Assumptions
Strategic objective 4: To prevent tensions from erupting into conflict				
Outputs/ Expected results	By 2017, improved national capacity to prevent conflict through strengthened conflict prevention mechanisms	No. of conflicts prevented No. of conflicts in Ghana No. of alerts from Early warning system Conflict analysis conducted No. of trainings conducted with indications of the number of people/women/youth/chiefs trained No. of research undertaken	Research commissioned by the Council Reports (mediation, monitoring, annual, conflict, and trainings) Public Opinion surveys	Insufficient funding for the timely implementation of objectives and actions There will be timely recruitment and availability of highly skilled professional staff Peace actors will accept and recognize the Council as a coordination body Professional staff will be trained to acquire core competencies
Strategic objective 5: To manage conflicts so as to contain and limit further violent escalation				
Outputs/ Expected results	By 2017, improved national capacity to manage conflict through strengthened conflict management mechanisms	No. of conflicts managed No. of activities to promote peace No. of conflicts Mediated No. of conflicts Negotiated	Reports (mediation, monitoring, annual, conflict, and trainings) Public Opinion surveys	Insufficient funding for the timely implementation of objectives and actions There will be timely recruitment and availability of highly skilled professional staff Peace actors will accept and recognize the Council as a coordination body Professional staff will be trained to acquire core competencies

Intervention logic		Objectively verifiable indicators of achievement	Sources and means of verification	Risks and Assumptions
Strategic objective 6: To identify root causes and resolve conflict				
Outputs/ Expected results	By 2017, improved national capacity to identify root causes and resolve conflict through strengthened conflict resolution mechanisms	No. of conflicts resolved No. of activities to promote peace No. of peace agreements signed	Reports (mediation, monitoring, annual, conflict, and trainings) Public Opinion surveys	Insufficient funding for the timely implementation of objectives and actions There will be timely recruitment and availability of highly skilled professional staff Peace actors will accept and recognize the Council as a coordination body Professional staff will be trained to acquire core competencies

8 FINANCIAL FRAMEWORK

8.1 FINANCING REQUIREMENT

There is a high cost for launching any institution and the Council is no exception. As a new nationwide institution, the startup funding required for the Council to begin working in earnest is rather high. However this is because it is now acquiring its basic programmatic requirements, people, systems and processes, as well as infrastructure, facilities, and equipment. By the end of this strategic period, funding requirements will be far less and primarily based on the cost of implementing strategic objectives. The Council has two sources of funding, the government, and UNDP. Currently the estimated funding required remains a gap and the Council will use a three prong approach of seeking funds from the Government, the Private Sector and Development partners. The Council will also establish the Peace Fund to solicit funds from individuals and other sources to meet its funding gap.

8.1.1 PEACE FUND

8.1.1.1 MISSION

To establish a peace fund that will grow to sustain the National Peace Council as well as support local peace institutions and locally-led research and initiatives for conflict prevention, management resolution, and peace-building.

8.1.1.2 JUSTIFICATION

To improve its legitimacy and independence from the reigning government, the Council must become less financially dependent on the Government. The Council must become sustainable with an independent funding source which will establish as much independence as possible, support innovative projects and informative research, and enhance the capacities of local conflict resolution and peace building institutions. Additionally, supporting partners will strengthen cooperation and harmonization efforts.

8.1.1.3 STRATEGY

As mandated in Act 818, article 22:

- 1) The Fund shall be used for the following purposes:
 - (a) provision of assistance to conflict resolution and peace building institutions in Ghana;
 - (b) facilitating and promoting conflict resolution and peace building activities in the country; and
 - (c) funding of other projects related to conflict resolution and peace building which the Council may determine.
- 2) Applications for grants from the Fund shall be submitted to the Board for consideration and approval

The Council will engage financial and legal advisors to set up the fund by the third quarter of 2013.

8.1.1.4 SOURCES OF MONEY FOR THE FUND

As mandated in Act 818, article 21:

The sources of money for the Fund include

- (a) contributions from government,
- (b) contributions from local private and public organizations and international organizations,
- (c) contributions from foreign governments,
- (d) moneys realised from projects of the Fund, and
- (e) gifts and contributions from other sources.

8.2 INDICATIVE COST SUMMARY OF PLAN

NPC STRATEGIC PLAN 2013 – 2017 PLANNED PROGRAMMING INDICATIVE COST SUMMARY		Time Frame & Indicative Budget					Total
		Amt in thousands of GHC					
		2013	2014	2015	2016	2017	
<u>Programmatic Objective 0:</u>	To develop the National Peace Council's institutional capacity	2,860	2,790	2,600	1,910	1,430	11,590
Action 0.1	PEOPLE	470	550	460	220	190	1,890
Action 0.2	SYSTEMS AND PROCESSES	350	200	180	150	120	1,000
Action 0.3	FACILITIES AND EQUIPMENT	1,940	1,940	1,860	1,460	1,070	8,270
Action 0.4	VISIBILITY & ACCESSIBILITY	100	100	100	80	50	430
<u>Strategic Objective 1:</u>	To Coordinate and Harmonize All Peace Initiatives within Ghana	91	91	91	91	91	455
<u>Strategic Objective 2:</u>	To Promote Understanding Of Peace For Behavioural Change	305	350	355	295	265	1,570
<u>Strategic Objective 3:</u>	To Facilitate Prevention and Management of Electoral Violence	99	60	143	263	68	633
<u>Strategic Objective 4:</u>	To Prevent Tensions From Erupting Into Conflict	73	136	136	136	136	617
<u>Strategic Objective 5:</u>	To Manage Conflicts So As To Contain and Limit Further Escalation	48	46	55	61	43	253
<u>Strategic Objective 6:</u>	To Identify Root Causes and Resolve Conflict	135	210	215	210	130	900
	Grand Total	3,611	3,683	3,595	2,966	2,163	16,018

8.3 INDICATIVE BUDGET OF PLAN

NPC STRATEGIC PLAN 2013 – 2017 PLANNED PROGRAMMING INDICATIVE COST		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source				Partners
		2013	2014	2015	2016	2017		GOG	Donors	Peace Fund	Gap	
Programmatic Objective 0:	To develop the National Peace Council's institutional capacity	2,860	2,790	2,600	1,910	1,430	11,590					
Action 0.1	PEOPLE	470	550	460	220	190	1,890					
Action 0.1 a	Review and assess the operational needs for employees	60	60	60	20	20	220					
Action 0.1 b	Create and implement a Human Resource Management Plan. Ensure the workforce plan of the HRM is designed to support the strategic objectives	60	60	20	20	20	180					
Action 0.1 c	Develop and standardize HR Policies and Procedures including <ul style="list-style-type: none"> ■ An employee hand book ■ Job Descriptions ■ Recruitment Strategy ■ Performance Evaluation System ■ Workforce Plan ■ Training Policy 	150	150	100	70	40	510					
Action 0.1 d	Recruit staff by ensuring recruitment and selection practices in light of the strategic objectives	20	20	20	10	10	80					
Action 0.1 e	Develop and implement training to ensure Staff's core competencies and knowledge are developed.(see action plan)	80	150	200	100	100	630					
Action 0.1 f	Develop and implement a comprehensive workplace skills plan (with a thorough training needs analysis)	100	50	-	-	-	150					
Action 0.1 g	Evaluate HR strategy using quantifiable measures, e.g. balanced scorecard	-	60	60	-	-	120					

NPC STRATEGIC PLAN 2013 – 2017 PLANNED PROGRAMMING INDICATIVE COST		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source				Partners
		2013	2014	2015	2016	2017		GOG	Donors	Peace Fund	Gap	
Action 0.2	SYSTEMS AND PROCESSES	350	200	180	150	120	1,000					
Action 0.2 a	Develop and implement a communications strategy with a PR plan to provide more efficient linkages between the National, Regional and District Offices	100	120	100	100	100	520					
Action 0.2 b	Develop and implement a service delivery manual to train staff during orientation	100	60	60	50	20	290					
Action 0.2 c	Develop and implement a conflict prevention, management, and resolution SOP	150	20	20	-	-	190					
Action 0.3	FACILITIES AND EQUIPMENT	1,940	1,940	1,860	1,460	1,070	8,270					
Action 0.3 a	Developing and implementing a <i>procurement plan</i> is the first step. The Council will facilitate the design of equipment, logistics, and utilities standard for all offices to be equally equipped.	80	20	20	10	10	140					
Action 0.3 b	Acquiring adequate <i>office facilities</i>	60	120	240	200	160	780					
Action 0.3 c	Procure basic modern office <i>equipment</i> such as computers, projectors, printers, fax machines, and photocopies.	800	400	600	450	300	2,550					
Action 0.3 d	Procure <i>official transportation</i> for each district, regional, and national office for performing duties such as public education, mediation, confidence building.	1,000	1,400	1,000	800	600	4,800					
Action 0.4	VISIBILITY & ACCESSIBILITY	100	100	100	80	50	430					
Action 0.4 a	Implement its public relations strategy and policy (developed under the Communications Strategy)	100	100	100	80	50	430					
Strategic Objective 1:	To Coordinate and Harmonize All Peace Initiatives within Ghana	91	91	91	91	91	455					
Action 1.1	Establish a network of all peace actors in Ghana	30	30	30	30	30	150					
Action 1.2	Identify and evaluate all ongoing peace initiatives in Ghana	15	15	15	15	15	75					
Action 1.3	Institute a national platform for Peace Partnerships to initiate joint initiatives	30	30	30	30	30	150					

NPC STRATEGIC PLAN 2013 – 2017 PLANNED PROGRAMMING INDICATIVE COST		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source				Partners
		2013	2014	2015	2016	2017		GOG	Donors	Peace Fund	Gap	
Action 1.4	Develop a coordination and operational framework for peace actors and initiatives	8	8	8	8	8	40					
Action 1.5	Set up Committees for planning, managing, implementing, and monitoring of harmonizing activities	8	8	8	8	8	40					
Strategic Objective 2:	To Promote Understanding Of Peace For Behavioural Change	305	350	355	295	265	1,570					
Action 2.1	Collaborate with research and other institutions to undertake the research such as: <ul style="list-style-type: none"> ▪ A conflict baseline survey on Oil Zones and their surrounding communities ▪ The role of youth in conflict and the peace process ▪ An integrated study on the economic, social/anthropological, legal perspectives of the Bawku conflict 	110	110	75	75	75	445					
Action 2.2	Developing and conducting nationwide formal and informal peace educational campaign specifically designed for each target group using all forms of media, social networks and mobile telephones	90	135	180	150	120	675					
Action 2.3	Develop an informative website, facebook page and twitter account for ongoing peace education	15	15	10	10	10	60					
Action 2.4	Collaborate with the University of Development Studies to institutionalize the Harmattan School	15	15	15	15	15	75					
Action 2.5	Support the government's efforts (as stated in the GSGDA) to mainstream peace education into school curricula	75	75	75	45	45	315					

NPC STRATEGIC PLAN 2013 – 2017 PLANNED PROGRAMMING INDICATIVE COST		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source				Partners
		2013	2014	2015	2016	2017		GOG	Donors	Peace Fund	Gap	
Strategic Objective 3:	To facilitate prevention and management of electoral violence	99	60	143	263	68	633					
Action 3.1	Engage all political parties on strategies to ensure peaceful elections	-	-	45	75	-	120					
Action 3.2	Collaborate with key stakeholders to undertake activities to reduce the likelihood of conflict	8	7	15	15	7	52					
Action 3.3	Engage the media on strategies for peace driven journalism	15	15	30	75	-	135					
Action 3.4	Engage other governance institutions on the electoral processes and to develop strategies to ensure inclusiveness, fairness and transparency	15	15	30	75	-	135					
Action 3.5	Promote peace by supporting the creation of platforms for religious/traditional leaders , in conflict areas, and Regional platforms for interaction between political parties and Chiefs, the media, security, women, youth leaders, and CSOs	15	15	15	15	15	75					
Action 3.6	Strengthen the mediation platforms	38	-	-	-	38	76					
Action 3.7	Conduct a post-election experiences and lessons learned in all regions	73	136	136	136	136	617					
Strategic Objective 4:	To Prevent Tensions From Erupting Into Conflict	8	25	25	25	25	108					
Action 4.1	Facilitate or develop an effective monitoring system of conflict indicators	15	38	38	38	38	167					
Action 4.2	Strengthen the national Early Warning System by developing a common framework to ensure information is fed into the system and it reaches responding agencies	27	40	40	40	40	187					
Action 4.3	Develop and conduct conflict analysis which should include a conflict mapping and an identification of underlying history, interests, specific root causes, actors, patterns of occurrence, status of the conflict, barriers to human security and opportunity for peace	8	8	8	8	8	40					

NPC STRATEGIC PLAN 2013 – 2017 PLANNED PROGRAMMING INDICATIVE COST		Time Frame & Indicative Budget Amt in thousands of GHC					Total	Funding Source				Partners
		2013	2014	2015	2016	2017		GOG	Donors	Peace Fund	Gap	
Action 4.4	Promote research, learning and sharing of good practices within and outside the country	15	25	25	25	25	115					
Action 4.5	Facilitate or develop training programs for Peace Partners and other stakeholders including but not limited to women, youth, representatives of security services and Chiefs on the following areas: Monitoring of Conflict Indicators; Contribution to and Use of Early Warning System; Conflict Analysis; Dialogue; Preventive Diplomacy; Confidence and Trust building.	38	-	-	-	38	76					
Strategic Objective 5:	To Manage Conflicts So As To Contain and Limit Further Escalation	48	46	55	61	43	253					
Action 5.1	Promote the peace process and foster efforts to advance cooperation and understanding of differing interests through ADR mechanisms including Consensus building, Negotiation, and Mediation	3	10	10	8	7	38					
Action 5.2	Conduct peace education campaigns focused on managing behaviour and speech which will incite violence especially for the media and affected parties	30	21	30	38	21	140					
Action 5.3	Facilitate or develop training programs, using the most effective, cost efficient, and practical training methods, for Peace Partners, and other stakeholders including but not limited to women, youth, representatives of security services and Chiefs on the areas of Negotiation and Mediation	15	15	15	15	15	75					
Strategic Objective 6:	To Identify Root Causes and Resolve Conflict	135	210	215	210	130	900					
Action 6.1	Conduct research on specific conflicts to identify underlying causes, needs and interests	45	60	60	60	45	270					
Action 6.2	Advice and recommend to government policies and/or legislation that will address underlying root causes beyond the purview of the Council	10	20	25	25	20	100					

NPC STRATEGIC PLAN 2013 – 2017 PLANNED PROGRAMMING INDICATIVE COST		Time Frame & Indicative Budget					Total	Funding Source				Partners
		Amt in thousands of GHC						GOG	Donors	Peace Fund	Gap	
		2013	2014	2015	2016	2017						
Action 6.3	Promote peace building, stabilization, reform, and reconciliation using mechanisms which may include, Conflict Analysis, Dialogue Consensus building, Negotiation, and Mediation	20	40	40	35	35						
							170					
Action 6.4	Facilitate or develop training programs, using the most effective for Peace Partners, and other stakeholders including but not limited to women, youth, representatives of security services and Chiefs on the following areas: Monitoring of Conflict Indicators; Contribution to and Use of Early Warning System; Conflict Analysis; Dialogue; Advanced Consensus Building; Advanced Negotiation; Shuttle Diplomacy; Advanced Mediation; and Peace Agreements	60	90	90	90	30						
							360					
	Grand Total	3,611	3,683	3,595	2,966	2,163	16,018					

ANNEX A

National Peace Council Board

The National Board as the governing body of the Council as a whole is responsible for implementing this Strategic plan by:

- Supervising, monitoring, and evaluating the Council's overall work in implementing the Strategic Plan.
- Working with partners to ensure adequate funds are secured to enable implementation.
- Guiding implementation to ensure delivery is timely, efficient and effective
- Ensuring provision of trained capable people, efficient systems and processes, and adequate facilities to undertake implementation of the strategic plan

National Executive Secretary

The Executive Secretary of the National Secretariat is responsible for implementing this Strategic plan by:

- Supporting the Board to ensure the Council, at all its offices, has people, systems and processes, and facilities
- Guiding planning and drafting of annual work plans in conformity with directives
- Daily supervision, monitoring and evaluating of Strategic Plan and its implementation process
- Submitting Strategic Plan Implementation Progress Reports for the National, Regional, and District Levels to the National Board

National Peace Council Secretariat

The National Peace Council Secretariat is responsible for implementing this Strategic plan by:

- Planning and drafting annual work plans in conformity with directives and submitting to the National Executive Secretary
- Daily implementation of Strategic Plan work plans
- Monitoring and evaluating National, Regional and District Strategic Plan implementation progress
- Collating the National, Regional and District Strategic Plan implementation progress reports received for submission to the National Board through the National Executive Secretary

Regional Peace Council Board Members

The Regional Council Board Members will be responsible for implementing this Strategic plan by:

- Ensuring provision of adequate people, systems and process, facilities, and logistics at the Region and Districts, to undertake implementation of the strategic plan
- Guiding, supervising, and monitoring the Region and Districts work in planning and implementing the Strategic Plan to ensure it is aligned with strategic objectives and that delivery is timely, efficient and effective
- Reviewing and approving all Districts Strategic Plan implementation progress reports submitted to the Regional Peace Council

Regional Executive Secretary

The Regional Executive Secretary is responsible for implementing this Strategic plan at the Region and its Districts by:

- Supporting the Board to ensure the Region and Districts have the people, systems and processes, and facilities needed
- Guiding planning and drafting of annual work plans in conformity with directives
- Daily supervision, monitoring and evaluating of Strategic Plan and its implementation process
- Submitting Strategic Plan Implementation Progress Reports for the Region and Districts to the Regional Board

Regional Peace Council Secretariat

The Regional Peace Council is responsible for implementing this Strategic plan by:

- Planning and drafting annual work plans in conformity with directives and submitting to the Regional Executive Secretary
- Implementation of the Region and Districts Strategic Plan work plan
- Collating the quarterly Regional and Districts Strategic Plan Implementation Progress Reports received for submission to the Regional Executive Secretary

District Peace Council Board Members

The District Peace Council Board Members will be responsible for implementing this Strategic plan by:

- Ensuring provision of people, systems and process, facilities, and logistics, at the District level, to undertake implementation of the strategic plan
- Guiding, supervising, and monitoring the District Peace Council's work in planning and implementing the Strategic Plan to ensure it is aligned with strategic objectives and that delivery is timely, efficient and effective
- Reviewing and approving all District Strategic Plan implementation progress reports and submitting to the Regional Peace Council

District Executive Secretary

The District Executive Secretary is responsible for implementing this Strategic plan at the District by:

- Supporting the Board to ensure District has the people, systems and processes, and facilities
- Guiding planning and drafting of annual work plans in conformity with directives
- Daily supervision, monitoring and evaluating of Strategic Plan implementation progress
- Collating the Districts Strategic Plan Implementation Progress Reports received for submission to the District Board

District Peace Council Secretariat

The District Peace Council is responsible for implementing this Strategic plan at the District by:

- Planning and drafting annual work plans in conformity with directives and submitting to the District Executive Secretary
- Implementation of the District's Strategic Plan work plan
- Submitting quarterly Strategic Plan implementation progress reports to the District Executive Secretary

ANNEX B

People Consulted in formulation of this Strategic Plan

NO	NAME OF PARTICIPANT	ORGANIZATION
National Peace Council Strategic Planning Stakeholder TAMALE Workshop		
1.	Alhaji M.A. Hassan	Central Mosque
2.	Hajia Zaratu Abdul-Rah	Women in Peace building
3.	Hajia Hajara Telly	Federation of Moslem Women
4.	Alhassan Dawud R.Yahaya	Regional Peace Advis. Council
5.	Alhaji M.A Wahab Gumlilana	Reg. Peace Council (NORPAC)
6.	Shadrack Akrofi-Quarcoo	UN-SHP
7.	Hillary Adongo	Restorative Seed Society
8.	Awuni Gifty	Northern Ghana Network for Development
9.	David James Abang-Gos	U/E Regional Peace Council
10.	Patience Ayamba	Censudi Gender Advocacy
11.	Alosibah Azam	National Population Council
12.	Mark Abugnabah	Satellite Peace
13.	Gerald Nabiebakye	Satellite Peace
14.	Mary Rita Dakorah Balor	Regional Peace Advisory Council
15.	Alhaji Sumaila Issaka	Regional Peace Advisory Council
16.	Albert Yelyang	WANEP-Ghana
17.	Ernest Asigri	UN Joint Program on Human Security
18.	Fr Thaddeus Kuusah	Satellite Peace Centre
19.	Damma Salifu	Initiative on Conflict Resolution
20.	Imoru S. Iddrisu	Ahmadiyyah Mission
21.	Alhassan Imoru	Rural Media Network
22.	Samuel Awugya	NPC
National Peace Council Strategic Planning Stakeholder SUNYANI Workshop		
1.	Nana Akosua Kyeremaa	
2.	Nana Abena Boatemaa	Regional House of Chiefs
3.	Nana Kwame Korang IV	
4.	Nana Bofo Bene IV	
5.	Rev.Msgr. Joseph Marfo-Gyimah	Catholic Secretariat
6.	Rev. Fr. Martin Amankwaa	Christian Council
7.	Mr. Suallah Abdallah Quandah	Office of the Reg. Chief Imam
8.	Mr. Peter B. Subaab	Centre for Sustainable Development CSD (NGO)
9.	Madam Theresa Adjei Mensah	Brong-Ahafo Network of NGO's
10.	Mr. Kobina Afena Sam	National Youth Authority
11.	Mr. Issah Abdulai Nasagre	National Commission for Civic Education
12.	Miss Grace A. Kosi-Aboraa	Office of the Ad. of Stool Lands
13.	Samuel Awugya	NPC
14.	Nana T. Chinbuah	Consultant

National Peace Council Strategic Planning Draft Review

1.	RT. Rev. Professor Emmanuel Asante	NPC Board Chairman
2.	Apostle Dr. Opoku Onyinah	
3.	Sheikh Mahmoud Gedel	
4.	Alhaji Adam Musah Abubakar	
5.	Nana Susubribi Krobea Asante	
6.	Rev. Gideon Titi-Ofei	NPC Board
7.	Nii Otokunor Sampah	
8.	Mr Mumuni Abudu Seidu	
9.	Mrs Florence Mangwe Hutchful	
10.	Maulvi Dr. Wahab A. Adam	
11.	Rev. Dr. Nii Amoo Darku	
12.	Francis Azuimah	NPC Executive Secretary
13.	Samuel Awugya	
14.	Henry Okai	NPC Secretariat
15.	Ishmael Nii Adjei Browne	
16.	Lawrence Lachmansing	UNDP
17.	Anorkor Andoh	Consultant
18.	Nana Chinbuah	
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National Peace Council Strategic Planning Validation Workshop

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2.	Mrs Florence Mangwe Hutchful	
3.	Sheikh Mahmoud Gedel	
4.	Alhaji Adam Musah Abubakar	
5.	Nana Susubribi Krobea Asante	NPC Board
6.	Nii Otokunor Sampah	
7.	Shaibu Abubakar	
8.	Mr Mumuni Abudu Seidu	
9.	Lawrence Lachmansing	UNDP
10.	Vivian Bruce Tetteh	
11.	Vincent Azumah	The West Africa Network for Peacebuilding, Ghana
12.	Alimou Diallo	(WANEP)
13.	Archibald Donkoh	National Youth Authority (NYA)
14.	P.N.K. Aborampah Mensah	The Ghana Centre for Democratic Development (CDD)
15.	Francis Azuimah	NPC Executive Secretary
16.	Samuel Awugya	
17.	Henry Okai	NPC Secretariat
18.	Ishmael Nii Adjei Browne	
19.	Anorkor Andoh	
20.	Nana Chinbuah	Consultant

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