

# LACK OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRINCIPLES IN THE CASE OF GHANA 2020 ELECTION PRESIDENTIAL RESULTS: THE COMPUTATIONAL ERRORS IN THE DECLARATION DECISION

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**Abstract:** *The backbone of this research is based on the national pledge: "I promise on my honour, to be faithful and loyal to Ghana my motherland...". This is the pledge taken by everybody in Ghana, especially those appointed by the government, and the executive itself, before they take up public office. This applies to the electoral commissioners as well, and therefore, with regards to elections, due-diligence is important. This paper discusses election results declared by the Electoral Commission of Ghana, with computational errors that undermine the integrity of the EC and Ghana as a whole. Ghana has 275 constituencies; this means 275 Members of Parliament (MP) are elected each time. There were 38,622 polling stations across the 16 regions of Ghana. In all, there were 12 presidential candidates in this year's general election. The law mandates that the EC announces election results and winners at the collation centres for MPs, and the electoral commission chairperson announces the presidential result and winner at the headquarters. In this year's presidential election, the results had errors that generated political agitation by the opposition, the National Democratic Congress (NDC), thereby rejecting the results announced by the EC chairperson. Hence, a method is adopted using the authors' own 2020 Elections Results Database System and the disputed results announced by the EC chairperson was checked. The errors have been corrected academically for reference purposes. The errors committed by the EC dents their reputation and image, but it is not a big mistake that will lead to complete annulment of results. It is recommended that the electoral commission develop or purchase a software that would help them capture election results and carry out computations automatically, going forward. An empirical data with mixed method was used to deduce the correct results, both quantitatively and qualitatively.*

**Keywords:** *Election, Ghana, Votes, Ballots, Declaration, Strategic, HRM, Database System*

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## INTRODUCTION

The essence of this research topic is based on the challenges faced after the presidential results were declared by the electoral commission chairperson. The 1992 constitution of Ghana has stated that only the chairperson/chairman of the electoral commission is the returning officer of presidential results, and therefore announces the winner. During the declaration, the EC chairperson presented figures and numbers of all the presidential candidates, and in the presentation of the announcement, it appears that something did not add up. Hence, the basis of this article is to expatiate, by using a database management system developed by the

authors, to check and prove who the EC chairperson has declared the winner.

This article is built upon by an electoral resource application created by the authors, as it was envisaged before the 2020 election, and in the December general election for both presidential and parliamentary seats. Therefore, the concentration of this article is on the presidential results only, since that is the only results that the EC chairperson is mandated by law to announce at the headquarters.

Sherafati and Mohammadi (2014); Amit and Schoemaker (1993); Barney (1995); Grant (1991); and Peteraf (1993) discussed the link between Human Resource Management

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(HRM) and organisational strategy as a development in resource-based approaches that have been adapted by many companies and institutions. With this expression, HRM is considered a major strategic factor with the current vision process of the HRM practice. The reason for this is that HRM plays a significant role in producing results out of the strategies that are defined by the organisation. Also, HRM is seen as a sustainable competitive advantage for the organisations (Sherafati & Mohammadi, 2014). A consensus shows that if HRM strategy is well employed, it will produce high organisational performance. With these and the related methods, the influence of HRM strategy on organisational performance is taken as a major critical issue in many areas such as HRM, industrial and organisational psychology, and industrial relations (Sherafati & Mohammadi, 2014; Jones & Wright, 1992; Kathleen, 1990). By far, Strategic Human Resource Management (SHRM) includes the following methods, namely employee relations, resourcing, training and development, and reward management. And characteristics such as commitment and capabilities are regarded as important in the employment of people, which in turn produces a competitive advantage for the organisation. The electoral commission and the Ghana government have failed in terms of the application of the SHRM characteristics as discussed later.

## PROBLEM STATEMENT

The 2020 General Elections of Ghana took place on 7 December, 2020. Every process and procedure on the election day took place peacefully in most places, bar a few reports of chaos from one or two polling stations, which the security apparatus managed to control. The troubles started after voting had ended, the votes/ballots counted, and the results started coming out the next day from polling stations, and final declarations for the various parliamentary candidates elected were announced at the collation centres after the results were computed/calculated. It was at this time that parties were busy receiving and computing results from their agents, but some parties had problems with a few of the parliamentary results, which has been challenged in court for judgement. However, the presidential results are collated at the constituency level and then sent to the regional level, before it is finally forwarded to the EC headquarters for collation and computation or calculation. At this point, one of the opposition parties, the National Democratic Congress (NDC), claimed victory from the collation and computation of results gathered. However, the EC chairperson is mandated as the only person to declare the Ghana presidential results, with the support of the CI 127. Ironically, the results compiled by the EC showed that the incumbent government, which is the New Patriotic Party (NPP), had won the presidential

election, which is in contrast to the expectations of the largest opposition, the NDC. The NDC refused to accept the presidential results declared as they found errors or mistakes in the EC's own results and figures. Due to these errors, the NDC held a series of press conferences and demonstrations across Ghana, protesting against the results. The only option was to go to the Supreme Court to seek redress, and at the moment, it is not clear if the NDC would do that, as the time allowed for that, after the declaration of a winner, is 21 days. Aside from the presidential election problem, there are issues with the parliamentary elections, as it appears that both NPP and NDC share almost the same number of Members of Parliament, elected with one independent candidate elected for parliament. However, the incumbent government is the president-elect, as declared by the EC chairperson, and they claim to have one or two candidates more than the NDC. The responsibility of sorting out the issue lies with the electoral commission, who have been blamed by the NDC to have stolen the election in favour of the incumbent president, a candidate of the NPP. The National Democratic Congress (NDC) claimed that the results were flawed, and therefore, the leader and flag bearer of the party refused to accept the declared results up to the time of this study. They have not showed their collated results to the public. The people, therefore, do not know the actual basis of their claim.

## AIM/PURPOSE/OBJECTIVE

- The aim of this article is to assess the figures and computation or calculation of numbers that the Electoral Commissioner used to declare the winner of the 2020 presidential election, and its implications.
- The purpose of this exercise is to elaborate through practical mitigation, using the software developed prior to the 2020 election, its role as a third party or citizen checker of election results.
- The main objective is to bring both empirical and practical results to the world at large, so that they can be informed as to where the lapses are and the corrections that ought to be made where appropriate.

## LITERATURE REVIEW

*What is unacceptable for best practice in national elections?*

### Electoral Fraud

According to Lehoucq (2003), the research showed that electoral fraud comes in different forms, such as violation

of procedures of electoral laws and legislations that may or may not be intended to distort election outcomes, and the use of violence against different voters. It can also occur in the form of rigging through ballots. When fraud is detected, efforts are made to correct and reshape the course going forward. Electoral fraud undermines peace and political stability, and in election contests, this can be crucial. The procedures and processes of converting votes into political power may distract the general will of the people who voted and at times may even produce a collective choice that violates the preferences of many citizens (Riker, 1982). This simply means that national elections are not 100% decision-making procedures or processes for instituting a good government to deliver. At times, the wrong people get the opportunity to govern in power.

### Integrity of Elections

According to Annan et al. (2012), electoral integrity is defined generally as any election that follows democratic principles in voting and shows political equality in accordance to international standards and agreements, which is professional, transparent, and impartial in the procedures and administration of the electoral processes. A neglect of electoral integrity means that the leaders and their officials will lack accountability to the state, the results of the election will be weak, and hence, will reduce confidence among the people; and finally, the government will be seen as not being legitimate. Electoral integrity promotes peaceful open dialogue, debate, and resolution of conflict, and information is well shared among the leaders and the general public. Above all, electoral integrity and the confidence that the public show in the elections are part of the processes of politics. Reforming institutions alone is not enough to guarantee people's trust and confidence. Citizens need to be educated and convinced on the reality that changes are important to every entity, and therefore, their confidence is sought. By and large, in ensuring that there is integrity in every election, factors outside the electoral commission as an institution must be taken into account and strengthened. It is important for judges, courts, and the election officials to have independence that is recognised and respected by politicians and citizens.

### Strategic Human Resource Management Principle

In today's fast changing environment, with technology spearheading every work, organisations and institutions must employ people who understand the organisation's strategy and have the knowledge, in addition to any other

training and empowerment, to enable them deliver the objectives of the organisation. This means that organisations need people who are competent, with the right skills and knowledge, to execute the objectives through strategic plans. What is happening in the Electoral Commission of Ghana shows that it needs to establish a strategic human resource management section to help it deliver on the mandates of elections, and to increase people's confidence and trust. Strategic Human Resource Management ensures that the human resources of the organisation are fully prepared at any given time to achieve competitive advantage. It is also concerned with the 'people factor' to spearhead this competition. Hence, the EC needs people management skills to enable it to deliver on their mandate as established. Human resource management is a strategic partner to every organisation, as all executives and managers are involved in order to achieve objectives or mandates (Becker & Huselid, 2006).

Huselid (1995) argued that organisations that value and place their trust in their employees are more likely to achieve their goals than those that do not value their employees. The Pfeffer and Veiga (1999) research shows that organisations that are successful are those that provide employment security, use self-managed teams, engage in selective hiring, provide a good pay, reduce status differences, decentralise, train, and give and share information. It appears that many of these characteristics are lacking within the Electoral Commission of Ghana and therefore, people management factor must be improved for organisational success. The following are what can strengthen the human resource management functions of the organisation (Ulrich, 1998).

- *Competence*: HR makes sure that the institutions have the required knowledge, skills, and ability to implement its strategies.
- *Consequences*: The alignment of employees' efforts with the institution strategy is achieved through right measures, rewards, and incentives.
- *Governance*: HR makes sure that the institutions have the right structures, policies to create high organisational performance, and provide good communication systems.
- *Learning and Leadership*: There must be response to uncertainty, and learning and adapting to changes as it happens.

The listed activities are what the EC needs in order to avoid or minimise mistakes and errors in their delivery. They must be able to adapt to changes taking place and learn fast from their mistakes and errors committed. In this case, the human capital among the EC employees is very low. Human capital

is the set of skills that employees acquire from the job, experience, and training, and which increases their value in the work and job marketplaces (Weatherly, 2003).

### Management Efficiency and Effectiveness

Generally, the words efficiency and effectiveness are sometimes used synonymously to mean competency, productivity, and proficiency. Basically, efficiency means doing things right and effectiveness means doing the right things. In simple terms, they are both defined as knowing what is right and doing it right. Hence, the EC must be able to show some level of efficiency and effectiveness to measure their mandated performances.

### METHOD

The method adopted is the database management system that was developed to capture this year's election results physically and practically, and this has been used as a measure and to prove the presidential results challenges after the Electoral Commissioner chairperson declared the winner based on the data results from the general election. It is however, a mixed method of analysis. Data is gathered via social media platforms and the EC website. This research is limited to the pictorial view of data available empirically for presentation and analysis. The method is based on the application of common sense and mathematical logic interpretations and analysis to draw conclusions and recommendations. The presidential election results were based on 274 constituencies out of 275, where one is outstanding. The results were from 38,622 polling stations across 16 regions of Ghana.

### PRESENTATION OF DATA AND ANALYSIS OF FINDINGS

- The EC chairperson declaration of the presidential winner.

According to the EC chairperson, the following are the results of the 2020 presidential election. However, before the announcement of the votes obtained by a specific presidential candidate, the EC made the statement, "The election was conducted in 38,622 polling stations across the country and in 275 constituencies. At the end of the transparent, fair, orderly, timely, and peaceful presidential elections, the total number of valid votes cast was 13 million 4 hundred and 34 thousand, 5 hundred and 74 (13,434,574), representing 79% of the total registered voters".

**Table 1: Summary of the Presidential Results for 274 Constituencies (1 Outstanding)**

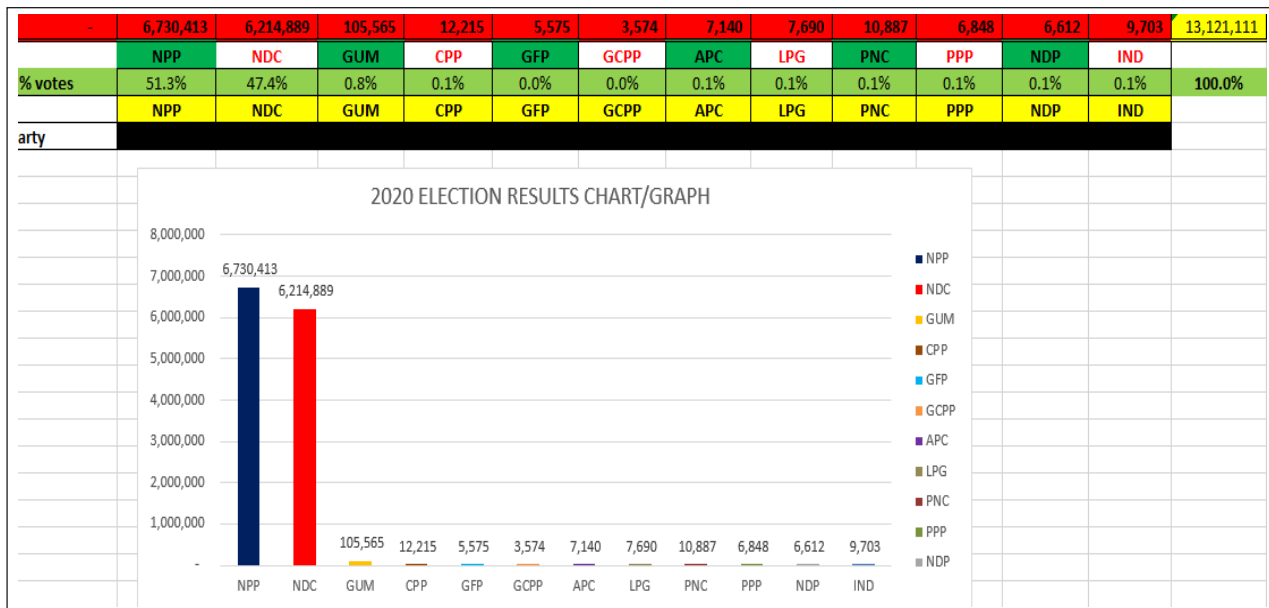
Sr. No.	Name of the Party	Short Name	Results	%
1	New Patriotic Party	NPP	6,730,413	51.295
2	National Democratic Congress	NDC	6,214,889	47.366
3	Ghana Union Movement	GUM	105,565	0.805
4	Convention Peoples Party	CPP	12,215	0.093
5	Ghana Freedom Party	GFP	5,575	0.042
6	Great Consolidated Popular Party	GCPP	3,574	0.027
7	All People's Congress	APC	7,140	0.054
8	Liberal Party of Ghana	LPG	7,690	0.059
9	People's National Convention	PNC	10,887	0.083
10	Progressive People's Party	PPP	6,848	0.052
11	National Democratic Party	NDP	6,612	0.050
12	Independent candidate	IND	9,703	0.074

Source: Ghanaweb.com, (2020), Jean Mensa's declaration of 2020 presidential election results, <https://www.ghanaweb.com/GhanaHomePage/NewsArchive/FULL-TEXT-Jean-Mensa-s-declaration-of-2020-presidential-election-results-1129871>.

After the announcement, the EC chairperson stated that, "currently the election results we have declared exclude that of the Techiman South Constituency, with a voter population of one hundred and 28 thousand and 18 (128,018). The said election results are not ready because they are being contested. As such, collation is not complete. The difference between the total number of votes between the first and second candidates is five hundred and 15 thousand, five hundred and 24 votes (515,524). As a result, even if we added the one hundred and 28 thousand and 18 (128,018) to the results of the second candidate, it would not change the outcome of the presidential election. Hence, our declaration of the 2020 results without that of Techiman South. If we were to add the results from Techiman South Constituency, Nana Addo Dankwa Akufo-Addo would obtain 50.8% of the votes and John Dramani Mahama would obtain 47.873% of the votes".

Analysis of the above data from the Authors Database Management System, which provides Artificial Intelligence (AI), is as follows:





Source: Author Database Management System for Election 2020 Results.

**Fig. 1: Correct Computation of the Presidential Results Declared by EC in Table 1**

Fig. 1 shows clearly that if the correct election database systems were used, the results declared would not have been faulty. Clearly, the total valid votes cast was 13,121,111 and could not be 13,434,574 as any correct software system will indicate. The percentages of the parties to the nearest decimal are NPP = 51.3, NDC = 47.4, GUM = 0.8, CPP = 0.1, GFP = 0.0, GCPP = 0.0, APC = 0.1, LPG = 0.1, PNC = 0.1, PPP = 0.1, NDP = 0.1, and IND = 0.1.

These percentages match the EC’s presidential results declared; however, it could not show the correct total valid votes cast as 13,121,111, but rather showed 13,434,574 as the total valid votes cast, which in fact, is an error and not a mistake since the sum of figures of all the candidates of the parties is not 13,434,574, but 13,121,111.

Therefore, interrogating the number 13,434,574 by applying common sense and mathematical logical reasoning, it could be a figure representing the total votes/turnout plus the total votes/ballots rejected. The EC chairperson failed to mention or present this in the declaration, thereby creating doubts and chaos. This actually reduces trust and credibility.

Hence, if this assertion could be right, it is important to figure out the total ballots rejected from the polls.

$$13,434,574 - 13,121,111 = 313,463$$

This means that the total votes/ballots rejected was 313,463, which the EC failed to mention in announcing the winner. It simply means that the total votes/turnout of the 2020 election was  $13,121,111 + 313,463 = 13,434,574$ .

The EC chairperson further announced that the 13,434,574 represented 79% of the total registered voters. The total number of registered voters in the 2020 election, as announced and captured by the EC, is 17,027,941. Therefore:

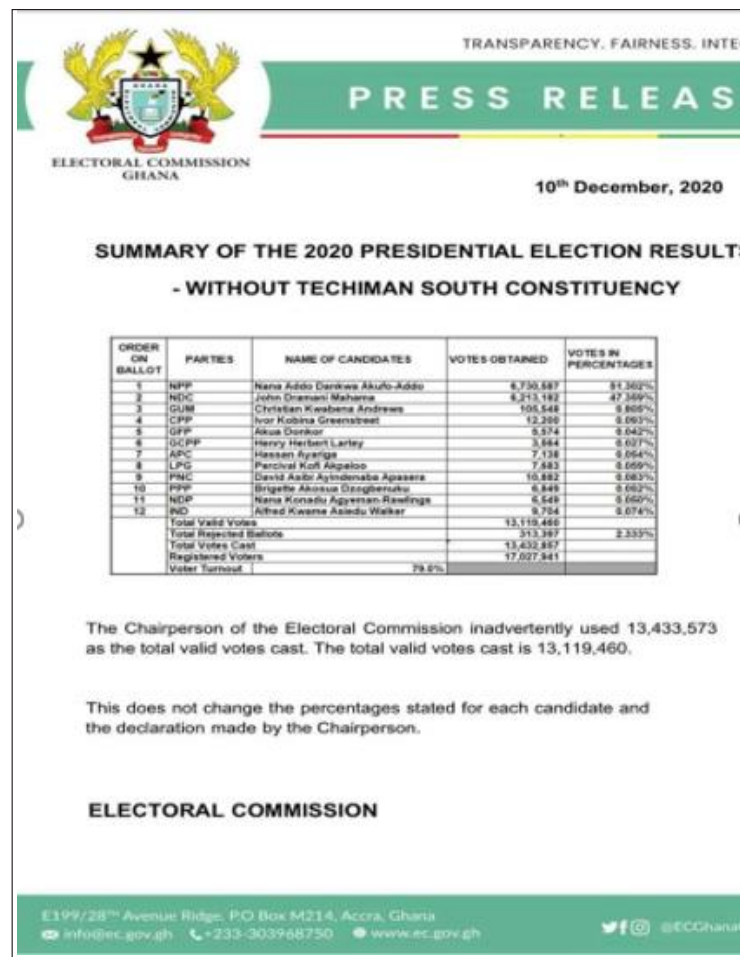
$$13,434,574 \div 17,027,941 \times 100 = 79\%$$

Clearly, the EC chairperson was correct with respect to the percentage of the total registered voters, but made an error in indicating that 13,434,574 valid votes were cast, which could not have been a correct statement. Hence, error was committed.

- *EC’s second corrected data of the presidential results when some parties and the public questioned the results declared first.*

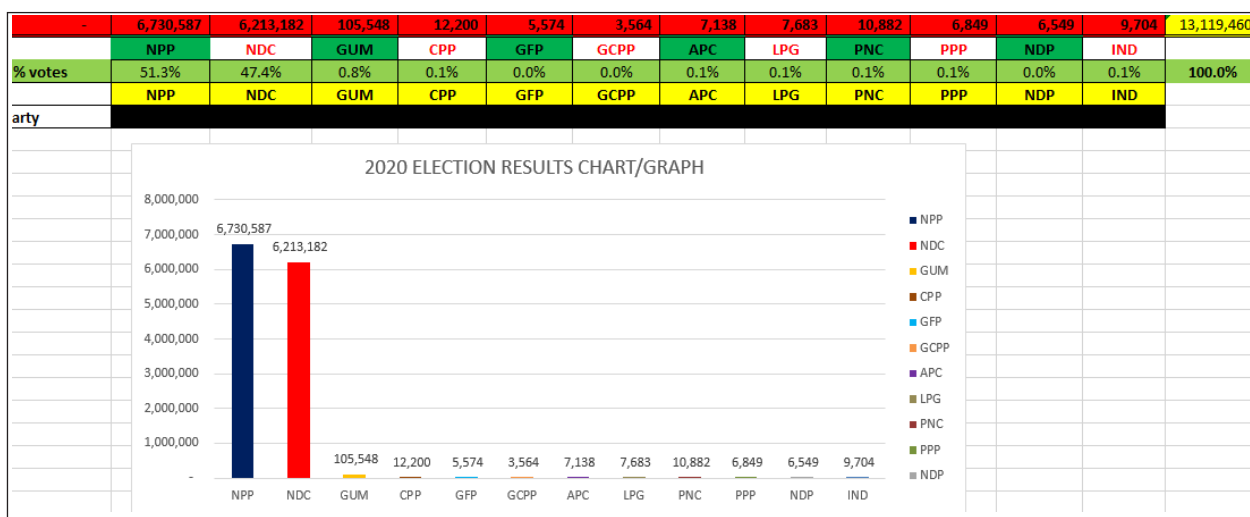
Analysis of the data presentation from the Authors Database Management System, which provides Artificial Intelligence (AI), is as follows:

The EC tried to amend or correct the previous and first declaration of the 2020 election results.



Source: EC Official Press Release, 2020.

Fig. 2: EC Summary of 274 Out of 275 Constituencies for Election 2020 Results to Support Amendment or Correction to Section (A) Above



Source: Authors Database Management Results System for Election 2020.

Fig. 3: Corrected Results in the Authors Database Management System

From Fig. 3, it is obvious that the percentages of the parties are still the same; however, it is unfortunate that the EC tampered with the party's candidates figures as obtained in section (A). It is unprofessional and has cast more doubts on the EC results announced first. The EC's reasoning was that the figures

changed because they forgot to add one particular constituency or polling station results, and therefore, they have carried out the amendments. However, the figures have not changed accordingly, but rather decreased in many of the party's results, whereas it increased in a few. Table 2 shows the discrepancies.

**Table 2: Discrepancies of Figures Caused by the EC**

Parties	NPP	NDC	GUM	CPP	GFP	GCPP	APC	LPG	PNC	PPP	NDP	IND
1st figures	6,730,413	6,214,889	105,565	12,215	5,575	3,574	7,140	7,690	10,887	6,848	6,612	9,703
2nd figures	6,730,587	6,213,182	105,548	12,200	5,574	3,564	7,138	7,683	10,882	6,849	6,549	9,704
Diff. (+/-)	174	- 1,707	- 17	- 15	- 1	- 10	- 2	- 7	- 5	1	- 63	1

Source: Authors Database System.

Clearly, Table 2 shows discrepancies of figures where some party's candidates had a reduction (–) and some had additions (+). It is beyond logic and imagination to accept corrections like this without question. In any case, if the EC was actually adding results they forgot about, then by logical reasoning and common sense, most of the results should have had an increase, whereas those without any additional votes would remain the same. It is pathetic for a nation to encounter such results from the EC management. It goes against professionalism, trust, integrity, and the international standard of practices in terms of managing and collating election results. A party has a tangible reason to contest such acts using the appropriate channels or means as defined by the constitution and the LIs that apply in Ghana. It seems the EC is not working with a software that manages the election results, but rather handling it manually, which is tantamount to committing mistakes and errors, bearing in mind the consequences and chaos it generates. The Electoral Commission could have done better as this kind of behaviour cannot be tolerated. It destroyed the well-being and happiness that this year's election in Ghana brought. During the election, the people were happy and commending the EC for a job done well done. However, the end results at the collation centres and the announcement of the final results generated controversies and agitation by the political parties, and national condemnation by well-meaning citizens. The EC needs to redeem itself.

In addition, it is not just about the percentages; it goes against the general integrity and professionalism of the EC. Presumably, could it be that the EC management are incompetent with figures? Does the EC have a software application that captures

the election results for automatic computation? If the EC has a software, then human errors and mistakes cannot be forgiven without changing the management within the EC; this calls for a Strategic Human Resource Management to be instituted within the EC structures.

In Fig. 2, the EC indicated that the total rejected ballots were 313,397, which it failed to indicate in the first announcement or declaration. This means that the difference in rejected ballots between the EC figure and the figure deduced in section (A) is:

$$313,463 - 313,397 = 66$$

This shows that in the first declaration in section (A), the total rejected ballots was 66 more than in the EC corrected version in section (B). Clearly, it has also been reduced by 66 rejected ballots. Per the second results announced by the EC, the total voters' turnout, which the EC labelled as total votes cast, is as follows:

$$13,119,460 + 313,397 = 13,432,857$$

(total voters' turnout) and (percentage of turnout is still 79%)

Therefore, the difference between 13,434,574 and 13,432,857 is 1,717 (which means the second results for total voters' turnout is less than 1,717). Ironically, the difference between 13,121,111 and 13,119,460 is 1,651. This means that the second results for the total valid votes cast is less than 1,651 votes. In this case, the second results are more problematic than one could imagine.

- *Other results sighted on social media and television stations.*

2020 PRESIDENTIAL RESULTS - SUMMARY											
	Const	Const In	O/s	NPP		NDC		Others		Rejected	Total
Greater Accra	34	34	-	1,052,595	45%	1,260,045	54%	2,312,640	5,243	5,245	2,323,128
Ashanti	47	47	-	1,485,370	66%	698,515	31%	2,183,885	13,214	42,553	2,239,652
Central	23	23	-	598,275	49%	603,483	49%	1,201,758	7,271	23,416	1,232,446
Western North	9	9	-	106,944	40%	151,514	57%	258,458	1,564	5,036	265,058
Oti	8	8	-	94,402	36%	159,939	61%	254,341	1,539	4,956	260,836
Savannah	7	7	-	80,605	35%	144,244	63%	224,849	1,360	4,381	230,591
North East	6	6	-	94,669	50%	88,733	47%	183,402	1,110	3,574	188,085
Bono	12	12	-	281,289	56%	212,689	42%	493,978	2,989	9,625	506,592
Bono East	11	11	-	145,019	43%	183,430	54%	328,449	1,987	6,400	336,836
Upper East	15	15	-	168,495	33%	329,854	65%	498,349	3,015	9,710	511,075
Upper West	11	11	-	93,869	32%	190,765	65%	284,634	1,722	5,546	291,902
Eastern	33	33	-	660,877	53%	557,527	45%	1,218,404	6,974	23,741	1,249,119
Western	17	17	-	432,949	51%	399,810	47%	832,759	5,039	16,226	854,024
Volta	18	18	-	90,481	12%	655,508	86%	745,989	4,514	14,536	765,039
Northern	18	18	-	339,723	44%	413,844	54%	753,567	4,560	14,683	772,810
Ahafo	6	6	-	145,582	54%	116,485	43%	262,067	1,586	5,106	268,759
<b>Total</b>	<b>275</b>	<b>275</b>	<b>-</b>	<b>5,871,144</b>		<b>6,166,385</b>		<b>12,037,529</b>	<b>63,687</b>	<b>194,736</b>	<b>12,298,952</b>
				47.75%		50.15%		0.52%	1.58%		16,963,306
<b>Voter Turn Out</b>											72%

Source: Social Media and Television Broadcast.

**Fig. 4: A Party Regional Presidential Results on Social Media/TV (Uncertified)**

First and foremost, Fig. 4 is completely wrong and cannot be used to measure the outcome of the 2020 presidential election results. Most of the computations are completely wrong; the wrong formula has been used for some of the important decision-making results, which render the results useless. In Ghana, election decisions are not made by declaring a presidential winner on a regional basis, but rather on polling stations, constituencies, and regional results. So, having a data structure that only concentrates on two parties is wrong. There are 12 parties in this year's election. Proper structures and standards must be adhered to and created in

accordance with the objectives of the presidential election outcome. A reflection of all parties' candidate results is paramount. Many of the regional percentages do not add up, and hence, are incorrect. The NPP with 47.75% and the NDC with 50.15% are wrong; Others with 0.52% is also wrong. The total of these wrong percentages is 98% since the wrong formula was used (see Fig. 5).

Analysis of the data presentation from the Author Database Management System, which provides Artificial Intelligence (AI), is as follows:

Region	NPP	% by reg	NDC	% by reg	Others	% by reg	Totals VV	Rejected	Total votes/turnout
Greater Accra	1,052,595	45%	1,260,045	54%	5,243	0%	2,317,883	5,245	2,323,128
Ashanti	1,485,370	68%	698,515	32%	13,214	1%	2,197,099	42,553	2,239,652
Central	598,275	49%	603,483	50%	7,271	1%	1,209,029	23,416	1,232,445
Western North	106,944	41%	151,514	58%	1,564	1%	260,022	5,036	265,058
Oti	94,402	37%	159,939	63%	1,539	1%	255,880	4,956	260,836
Savannah	80,605	36%	144,244	64%	1,360	1%	226,209	4,381	230,590
North East	94,669	51%	88,733	48%	1,110	1%	184,512	3,574	188,086
Bono	281,289	57%	212,689	43%	2,989	1%	496,967	9,625	506,592
Bono East	145,019	44%	183,430	56%	1,987	1%	330,436	6,400	336,836
Upper East	168,495	34%	329,854	66%	3,015	1%	501,364	9,710	511,074
Upper West	93,869	33%	190,765	67%	1,722	1%	286,356	5,546	291,902
Eastern	660,877	54%	557,527	45%	6,974	1%	1,225,378	23,741	1,249,119
Western	432,949	52%	399,810	48%	5,039	1%	837,798	16,226	854,024
Volta	90,481	12%	655,508	87%	4,514	1%	750,503	14,536	765,039
Northern	339,723	45%	413,844	55%	4,560	1%	758,127	14,683	772,810
Ahafo	145,582	55%	116,485	44%	1,586	1%	263,653	5,106	268,759
<b>Totals</b>	<b>5,871,144</b>		<b>6,166,385</b>		<b>63,687</b>		<b>12,101,216</b>	<b>194,734</b>	<b>12,295,950</b>
<b>Correct %</b>	49%		51%		1%		100%	1.58%	
<b>Wrong %</b>	47.75%		50.15%		0.52%		98%		

Source: Authors Database Management System.

**Fig. 5: Correction to Section C Results**



Fig. 5 is correctional results to uncertified results peddled around in the social media as one particular party final results at the end of the polls, see figure 4 above. If the results are anything to go by or believe, then the correct percentages should have been NPP with 49%, NDC with 51%, and Others with 1%, totalling 100%. The figures are displayed in the structure for a clear pictorial view, assessment and judgement. Clearly, the results in Fig. 4 is faulty and inaccurate. If the EC results are problematic and some party's results and calculations are also wrong, then we will have a big problem in the Ghana elections, going forward.

## PRACTICAL/ORGANISATIONAL/STATE IMPLICATION

The main implication of the inaccuracies and errors in the Electoral Commission presidential results is the adverse effect it will have on the EC as an organisation. There will be lack of public and party trust and confidence on the integrity of the EC. International views of our electoral process and systems would be downgraded by the international humanitarian organisations such as the UN, World Bank, and IMF. It has the potential to cause conflict in the country if care is not taken by the EC to properly explain its woes in presenting the presidential results accurately. Public expectations about the EC, going forward, will be very low until it redeems itself.

## CONCLUSION

The studies showed that the EC results have some errors in computation or calculation, as displayed in section (A). However, it is not a major mistake that would warrant any accusation, because, using common sense and mathematical logical reasoning, one could deduce that it was an error caused by transposition and missing an important, total valid vote cast. During the declaration, the EC chairperson could not capture the total rejected votes/ballots to determine the total votes or turnout of the election. Therefore, in the declaration, it made a clear error by taking the total votes cast or turnout figure as the total valid votes cast. Total votes/turnout is total valid votes cast + total rejected votes/ballots. From the face of the EC results, omissions and errors existed in the declaration. Mathematically, the percentages per each presidential candidate was correct, as it can be seen that originally, they used the total valid votes cast to compute the percentages, and not the total votes or turnout figure it pronounced in error as the total valid votes cast.

The Electoral Commission attempted to correct their errors and omissions, causing more doubts with the second results

they produced, because the original figures for the parties had been changed (see section (B)). Clearly, it is not good that the EC is seen making mistakes and committing errors with the election results. The second results the EC produced is cause for concern, because it looks as if they are ignorant of calculation and computation of figures, which shows them as being incompetent. Explanation is being sought by the general public from the EC about the continuous errors and mistakes they are committing on declaring the presidential results. This attitude of the EC actually gives more reason and room for the NDC to complain, and press further for the results to be rechecked. In the second results, it appears that the EC does not have good writers of report, with good communication skills. For instance, in section (B), the press release stated, "the chairperson of the electoral commission inadvertently used 13,433,573 as the total valid votes cast". This particular figure is nowhere to be found in that document. One does not know where and how they got that figure. It seems the EC does not have proof readers or editors, which makes their reports and communication to the public awful and worrying.

There are other election results from the social media, which appeared to be the results of one particular party; and as it has been corrected and pointed out, the structure was very poor and the computations too had errors and mistakes in the percentages. This means it could not be trusted, and also, it was uncertified. The only credible election results are the ones certified and produced by the EC. Any other results are just for confirmation, provisional, and projection purposes.

From all these issues with the EC and the election results, it appears that, within the institution, they lack Strategic Human Resource Management to direct and link the institution to a strategic objective. People management factor is one that must be instituted in the EC, to be trained on how to relate to the general public about their work. They must be able to know what is right and doing it right, which is management efficiency and effectiveness. As of now, public confidence and trust in the EC is very low. This is worrying. Ghana's international reputation is at stake.

In Ghana, the Electoral Commissioners are appointed by the president (the executive arm of the government).

For best practices, the following are the important formulas in defining, and calculating or computing the percentages of candidates and their party:

- Total Valid Votes cast are those votes cast with no damages and are counted for all parties.
- Total Votes/Turnout is Total Valid Votes cast + Total Rejected Votes/Ballots.

- Total Valid Votes cast percentage is equal to Party/Candidate A figure divided by the Total Valid Votes cast times 100 (repeat same for all parties/candidates).
- Total Votes/Turnout percentage is equal to Total Votes/Turnout figure divided by the Total Registered Voters, as documented, times 100.
- Total Rejected Votes/Ballots percentage is equal to Total Rejected Votes/Ballots figure divided by the Total Votes/Turnout times 100.
- Not Voted at All is equal to Total Registered Voters minus Total Votes/Turnout.

## RECOMMENDATIONS

It is only the EC that can declare the winner of an election, as the law has established. However, since this study is done academically, the following are the recommendations that can be deduced from this research:

- Electoral Commission must develop or purchase software that would help them to capture election results and compute them automatically.
- The EC must have a fixed form of converting the percentages to either a whole number or a number with one decimal place, instead of three or more decimal places.
- They need training in communication, proof reading, and report writing skills.
- Must create the function of Strategic Human Resource Management to support its public engagement.
- Must establish technological systems that will support them to deliver their mandate as a transparent, free, and fair election, also in addition to being credible.
- A course in arithmetical calculations, especially in the use of MS Excel spreadsheets is recommended.
- Any staff found to have caused the problem must be disciplined, as such errors and mistakes can cause conflict or societal unrest.
- The government must employ or appoint a Strategic Human Resource Management Specialist or expert as the EC chair, to exhibit the good characteristics

of SHRM in all their delivery to the nation and the world at large.

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