

**AN ELECTION MANAGEMENT MODEL FOR
ACCEPTABLE ELECTION IN NIGERIA: THE ROLE OF
THE ELECTORAL INSTITUTE OF NIGERIA**

BY

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CERTIFICATION

This project by Ahmed Sa'idu (1122094374) has met the requirement for the award of Degree of Masters in Public Administration (MPA) of the Usmanu Danfodiyo University Sokoto, and is approved for its contribution to knowledge.

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DEDICATION

This project is dedicated to Almighty Allah and my brother Dr. Sule A. Saidu.

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ABSTRACT

The purpose of the study is to determine the role the electoral institute can play in the election process that will lead to Acceptable Elections in the country. The study also analyzed the relationship between improved Staff welfare and improved productivity and also how corruption can affect elections. A study population made up staff of independent National electoral commission (INEC). A stratified sampling method was used to draw the sample size from three cadres (that is Top, Middle and Low cadre officers) to get sample size of 40 personnel. Questionnaires were used to obtain the responses from the respondents. Three Hypotheses state were tested using a simple percentage and the result obtained revealed that the Electoral Institute can play a vital role to acceptable election in Nigeria. The result also revealed that there is long run relationship between improved welfare packages and INEC Staff performance. Base on the findings, conclusion was reached and recommendation put forth. Among them was the government need to ensure that INEC receives its full independence, No arm of Government should allow to interfere in all its activities, the electoral institute should also be developed in order to utilized its full potentials. Introduction of a special salary scale for the Staff will not only improve the Staff's productivity but make them the best in the world-among other recommendations.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

The Military have been the dominant institution that controlled Nigeria political system in the past. This phenomenon had hindered Nigeria's democratic experience. This is because since independence in 1960, the military had ruled the country for twenty nine out of thirty nine years after independence. But by 29th May, 1999 new democratic system was set up, that marked a new dawn in the country's democratic experience. Therefore, party politics and electoral process gained a lease of life in the country. Election mismanagement body witnessed serious dissolutions, reconstructing and re-organization under the military. All these therefore led to constant abandonment of programs started by the various Election Management Body and anytime a new commission is formed they try to bring up new election management model, irrespective of whether it will work or not, what interest the commission is to be seen doing something new, this therefore leads to sharpie, bungle and unacceptable elections in Nigeria.

However, experience has shown that democratic process in African countries collapse on the altar of bungle elections and mismanaged electoral processes. Election management in Nigeria has

been characterized with so much suspicion by the general public. This may be connected with the attitude of the Election Management Body, lack of preparedness, lack of workable election management model and the activities of the permanent or temporary (ad-hoc) staff among others, mostly due to some of the challenges facing the Election Management body in the country.

1.2 Background of the Study

It may interest us to know that in no section has the frustration of Nigerians been as manifest as in the electoral process in the past decade.

All this is because the people are aware that election is a process in which they select their leader and also method of choosing representatives for the people in various assembly. It is also the lawful means of removing regimes which are no longer in tune with the people, therefore all their votes most count.

Raphael. A (2009) stated that it is appropriate to note that election cannot take place without democracy in the context of this discourse. There is no gain saying the fact that democracy is the only form of government that guarantees good governance, No form of government no matter how benevolent can be compared to democracy.

According to Ujo. A.A (2000) there are various election procedures and methods in the ancient, the medieval and the modern

times. The Ancient Greece used showing of hands, written votes and ballots. In the Roman Republic, election of key officers was by plurality of tribe or “centurions”. With the introduction of liberal democracy in the eighteenth century in Western Europe the concept of selection took a revolutionary meaning amplified on principles of consent, right to vote and equitable representation.

Raphael A (2009) whatever election procedures and methods adopted, apart from being based on universal adult suffrage, it should be free and fair with the following conditionality, independent judiciary, honest, competent and non- partisan election authority and organized political parties system.

Nigeria has participated in many elections from 1923 to 2011. During the colonial era elections were held in 1923, 1951, 1953, 1956 and 1959 While general elections were held in 1954 and 1959. During the post- colonial era, regional election were held in 1961, 1963 and 1965, while the federal election took place in 1964/65, 1979, 1993, 1999, 2003, 2007 and 2011.

Over these years the electorates had grown from 5,000 adults with 100 British pounds sterling income per annum as qualification to cost their vote to over 75 million electorates of 18 years of age and above spread across the federation.

With the increase in the number of electorates and the corresponding increase in the number of elective position in 1999 and beyond. The massive logistics requirement would no doubt pose greater challenges to Election Managers and Election Management Body.

Therefore, is need for Nigerian Electoral Institute to be empowered to conduct Researches regularly to come up with a workable Election Management Model and also formulate policies and programmes for elections above that there is need for constant and regular training of election Managers in the country.

The Electoral Institute should play the same role or even more than the role played by Foreign Affairs Institute In Lagos where its ensure that all staffs of the foreign Affairs Ministry are well equipped with the Modus Operandi in the international foreign relations.

1.3 Statement of the Research Problem

A good election management procedures or model will be the only reason for acceptability of election result or outcomes in Nigeria. Since 1999 General election, we have seen instances where individuals, candidates and supporters of various political parties, rejects election results, most of these cases were steeled by court of law. For example, the court dismissed some cases while some were annulled, while in most cases the courts order INEC to conduct fresh elections in various electoral constituencies.

These issues of unacceptability of election result has escalated during the last general election in 2011, where most states in northern Nigeria were engulf with serious violent protest which led to the killing of some NYSC Corp members who served as Ad-Hoc election official. In states like Bauchi, Niger, Kano, Adamawa, Kaduna e.t.c. However in Niger state the Independent National Electoral Commission had it office in Minna burnt down by the protesting youths in 2011.

It is apparently clear that a lot of problems have beclouded the Nigerian Electoral process in recent times. Particularly in the area of training and development of staff of the election management body where they are left without training despite the establishment of the electoral institute. Also there should be activities in the commission to keep staffs busy even after elections period.

Another problem arises from ineffective election management model and inefficient utilization of the electoral institute, the institute helps tremendously in coming up with programmes and policies that will help in ensuring free and fair election in Nigeria. Also the effects of insufficient welfare package or enumeration for staff of Independent National Electoral Commission (INEC). It is been said that the staffs of INEC are the least paid among their counterparts all over the world. The introduction a special salary scale for the staffs. This will help in ensuring that they perform their duties free from corruption.

The study therefore specifically attempts to answer the following research question.

- a. What role can electoral institute play in ensuring Acceptable election in Nigeria?
- b. How do corrupt tendencies affect the credibility of election in Nigeria?
- c. How can improved welfare improve the performance of Staff of Independent National Electoral commission (INEC).

1.4 Objective of the Study

- a. Examine the role electoral Institute can play in ensuring credible/Acceptable election in Nigeria.
- b. Find the ways through which corrupt tendencies affects the credibility of election in Nigeria.
- c. Highlights ways through which Good welfare programmes will improve INEC Staff performance.

1.5 Hypotheses

Based on the problem identified in this study, the following hypotheses have been formulated to pilot this study.

1. The electoral institute plays a significant role in ensuring Acceptable election in Nigeria.
2. Corrupt tendencies have great affects on credibility of election in Nigeria.

3. There is significant relationship between improved welfare and INEC staff performance.

1.6 **Significance of the Study**

The need for a study like this cannot be over emphasized, because it is known fact that the electoral process and election managers have caroused unquantifiable damage and frustration by the country's democratic experience in the past. Therefore, the study is considered relevant for the following reasons.

- a. The electoral institute of Nigeria should take its place in electoral processes by coming up with modalities to ensure acceptable election in Nigeria.
- b. The General elections in 2011 was highly commended by the International Community but was not accepted by most Nigerians; therefore it is necessary to work for ways to which election will be acceptable in Nigeria.
- c. Corruption has taking over almost every aspect of Nigeria, which if, it is not check it can make a monkey of electoral process in Nigeria.
- d. There is also the need for improvement in staff welfare.

In this study, Analysis on the problems bedeviling electoral process in Nigeria will be restricted to the electoral institute of Nigeria because of difficulties in obtaining data.

1.7 Scope and Limitation

Access to electoral materials needs permission, likewise information on corruption a very hard to get because it is done secretly.

1.8 Definition of Terms

Ballot	A vote or recorded in election
Ballot papers	An instrument on which a voter marks his/her choice
Collation	Tabulation or summation o voters scored at an election
Constituency	A geographical area represented by an elected parson
Election	The act of choosing by vote one of a candidate for a position
Election Official	An officer of the Electoral Commission charge with the conduct and supervision of an election
Electoral Officer (EO)	A staff of the Commission who is head of the Commission's office at a local Government Area council level
General Election	An election held in the Federation at large and at all levels of government
INEC	Independent National Electoral Commission
Polling Station	A designated location where registered voters cast their votes on Election Day
Register of Vote	The list of persons eligible to vote at an election

Registration Area (RA)		A define geographical area covering a number of polling station
Rejection Ballot		An improperly cast ballot at an election
Resident Electoral Commissioner (REC)		An electoral official who is in charge of all elections in a state
Spoiled Ballot Papers		A torn or damage ballot papers that conduct be used for voting
Supervisory Officer (SPO)	Presiding	A poll official who supervises the conduct of election in a cluster of polling station
Tendered Ballot		A vote cast by a voter who's right to vote has been used by another voter
Tendered List		A record of the names and registration numbers of persons who vote in an election using the tendered ballot papers
Voter Identification Number		A unique number assigned to a voter on registration

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews some related literature that are relevant to this topic various schools have writing various Books related to this topic. This chapter will also try to give us an insight on types of challenges facing election management Bodies, in Nigeria. The chapter will also discuss the need for election integrity in Nigeria, and finally discuss the historical overview of the electoral institute of Nigeria.

2.2 Literature Review

The phenomenon of election management and general election process as a determinant of acceptability of election results in Nigeria has become a common debate in Nigeria. It is perhaps in this light the literature surveyed under this section manifest the global appreciation of and concern for the problem of this research study.

Umar (2009) said election, through which, government derives the consent of the governed, are integral part of democracies. In spite of their utility for the democratic form of governance, however the mere fact of elections does not make a country democratic. Democratic elections, everywhere, are expected to meet a certain minimum

standard of competitiveness and inclusiveness. The former perhaps, is determined by how the outcomes of the poll are accepted or not.” By this statement M.Z Umar, emphasizes the importance the role of election in a democratic process. He concludes that free and fair election is a major instrument of democracy.

Democracy is governance that involves, the widest participation, either through elections or through the administration of the accepted or adopted policies (Kaura 2007), the emphasis made by Kaura 2007 was accepted or adopted policies, which virtually means that whether it is election or not the process must be accepted by general public.

Ujo in his Book Understanding election A Guide for students and election managers define Transparency of election to mean openness in the electoral process, which promote public confidence in the electoral process and acceptance of election results. In this designation UJo believes that transparency of election will definitely lead to the acceptance of election results and also provide confidence in the election process.

However, in chapter Nine of the Book titled political parties and Democratic consolidation in Nigeria edited Ogundiya (2011), Bolaji said “the high level of political violence being witnessed as the election wishes of the people continue to be violated and raped through dubious election results accompanies violence inflicted on the populace without

taken into cognizance people anger, frustration and disillusionment.” Bolaji continued that the spate of violence and conflicts accompany political competition (which starts with the rejection of election result) have not allowed the country to flourish as socio-economic development is being severally affected. The Foreign direct investment needed is not forth coming as no investor is interested in an economy that is plagued with violence, conflict and instability. The issues here try to inform us of how a small problem can become complex, Non acceptability of election results can generate a nationwide violence just like what we saw after the 2011 general elections, in the past we have seen how political violence has led the military to overthrow the politicians.

Bolaji (2011), said an attempt must be made to strengthened the institutional capacities of various agencies connected with election administration in the country. However institutions like independent National election commission (INEC), the electoral institute of Nigeria. The Judiciary, security agencies e.t.c must be developed to ensure credible elections in the country.

Therefore, it is on the above statement that the editorial suite of the electoral magazine (2009) believed that it has led to the establishment of the electoral institute (TEI) in Nigeria in other to coordinate capacity development of various cadres of personnel.

2.3 **Types of Election Management Bodies**

An election management body is the administrative agency responsible for the conduct of elections. The name of the body varies from one country to another and it could be change from time to time as we see in Nigeria.

i. **Permanent Electoral Management Bodies**

In most countries of the world, the tradition is to have permanent electoral management body members of such bodies enjoy condition of service similar to other permanent public servants in areas of appointment, promotion, benefits e.t.c.

ii. **Independent Electoral Management Bodies**

An independent electoral Body is said to be one which is structured in such a way as to be insulated from individuals, groups or institutions that have interests in the outcome of elections.

People of high integrity are appointed as members of such bodies enjoying a fixed term of office which cannot be changed by politicians, good condition of service and adequate funding coming from the consolidated fund Charles (1997).

iii. **Partisan Electoral Management Bodies**

A number of countries operate partisan election management bodies in which the major political parties are represented in the commission. Examples of these countries are Namibia, Bulgaria and Venezuela.

iv. **Judicial Electoral Management Bodies**

In some countries, the judiciary is given the power to organize and manages elections. Example were such is practice include Romania, Pakistan while in Brazil elections are organized by special branch of the Judiciary. Tribunal members come from court system and the legal community Charles (1997)

v. **Temporary Election Management Bodies**

In some countries, election management bodies are established when an election is due and dissolved as seen as the election is over. Examples of countries which operate temporary election management bodies include Guyana, Malawi and Seychelles. This is basically aimed at cutting cost.

vi. **Government Ministerial Election Management Bodies**

Instead of having a Permanent or temporary National election Bodies, some government make use of government ministries. Civil servant from a particularly ministry is given the power to

organize elections. Countries which operate such system, include Algeria, Belgium, Denmark, Hungary and Senegal.

vii. **Centralized Electoral Management Bodies**

Most countries operate centralized election management authorities. Under such system, electoral functions are organized centrally.

viii. **Decentralized Electoral Management Bodies**

Under this system, local Bodies undertake the organization of electoral matters on behalf of the central government. Countries like United Kingdom, New Zealand, Ireland and Sweden decentralized election management Bodies Golding, (1975).

2.4 **Problem and Prospect of Election Management in Nigeria**

The major problem of election management in Nigeria is the lack of independence of the election management Body (INEC), INEC is said to be independent but in the real sense it is not, because up to date most activities of the commission are been decided by the presidency particularly the issue of appointment of the chairman, his Twelve National Commissioner and the State Resident Electoral Commissioners (REC), it is also the presidency that submit INEC Budget to the National Assembly in this situation the presidency cut the Amount required by INEC. Another major problem of election management in Nigeria is the constant desolation of (EMB) either

because of military Coup or other reason, any takeover of government by military the next thing after the dissolution of the democratically elected Government is the dissolution of the Election management Body. These actions have caused a lot of damage to preparation already put in place by the EMB. Equally, anytime a new commission was formed they have to start from beginning which will take time to prepare fully which eventually led to sharply or bungled election in the country.

Another major problem of election management in Nigeria is the issue of finance, we all know that finance is central to the conduct of election everywhere INEC is suffering from insufficient fund to finance its activities despite the fact that INEC has been included in the first line charge of the consolidated revenue fund.

Corruption is another major problem of election management in Nigeria. Electoral corruption includes purchase of votes, promises of office or special favors, coercion, intimidation and interference with freedom of election. And corruption in offices involves sales of legislative voters, administrative or judicial decision or governmental appointment. Other forms of corruption include embezzlement, theft of public resources by public officials and bribery that is persuaded to act improperly by a gift of money. (Yaquba, 2009).

The later which has become dominant in the electoral process in Nigeria, there are report alleging that INEC officials has collected bribes from the political class in order to make the result favors them. Whether this allegation is true or not improvement in INEC Staff welfare will reduce the problem of bribery and corruption.

Another major problem of election management in Nigeria is court injunctions, politicians in Nigeria rush to court to obtain Court injunction to stop the election management body from doing their job, with the aim of getting unnecessary advantage against their opponents. Courts injunction has delayed the election management body from preparing for the general election which eventually led to sharply elections because anytime a court injunction is served to EMB concentrate on the injunction by raising legal teams to respond to such injunctions.

Despite all these problems bedeviling the election management Body, there are various progress made in various aspect of election management. These include the following.

The independent National Electoral Commission in trying to bring greater transparency and accountability in voting and result collation procedures by minimizing the role of permanent INEC staff in the collation and in the announcement of result. (Jega, 2012).

The Independent National electoral Commission brought additional security features and Unique Serial numbering and identification of the Ballot boxes, that was a remarkable improvement because before these new security measures, a ballot box could be removed from one polling unit to another and nobody would discover. Once deployment is done right and the numbers are taken it would be easier to identify each ballot box with the polling unit to which it has been attached.

There is also improvement in the security measures and serial numbering including color coding of ballot papers most of which were produced on a constituency by constituency basis. In the past you find out that in an election in a state, like for Senate or for House of Representative, you will encounter the same ballot papers the same serial numbers with the same color coding now, what we tried to do was to change this so that you cannot snatch ballot papers from one constituency and take it and use it in another.

There is also an improvement in the voting procedures which is called Re-modified open ballot system, which gives room for accreditation of eligible voters which occurs at the same times all polling unit to prevent people from voting in one polling unit and moving to another polling unit to vote there again. And only those that are accredited can come back for voting.

Another improvement can be seen in the staff welfare were the permanent INEC enjoy regular promotions and recently the National Chairman has submitted to the national Assemble a bill for proposal for a special salary scale for INEC Staff, with the intention to improve service delivery and also improve transparency in election.

2.5 Integrity in Election Management

Election integrity is a set of ideals and best practices that are necessary attitudinal behavior that all stakeholders in election process should exhibit to promote efficiency in election management.

Therefore, enforcement of election integrity package connotes part of mechanism of ensuring that elections are conducted fairly and credibly, and any person or institution that hinders the process should be sectioned. Appropriate mechanism for enforcement should be integrated into the legal framework with a view to nibbling in the bud any attempt to undermine election regulations and laws will serve as deterrent to potential law breakers and as well expose current integrity challenges in Nigeria electoral process with a view to reforming the process.

However election integrity seems to be at its lowest ebb in the electoral process in Nigeria. Since the Inception of party politics and the conduct of election in Nigeria in 1959 to date, the election process has been characterized with massive rigging, hugger, violence, bribery

and corruption, imposition of candidates, high handedness of security operatives, partial and partisan election managers, lack of respect for the rule of law, money influence, and other unethical behaviors. The entire participants in the electoral process are capable of these unethical behaviors in varying levels of degree.

The most chagrin and worrisome aspect is that the culprits or the violators of electoral integrity are being protected instead of being prosecuted. This means that the regulations and rules guiding the adherence of election integrity in the electoral process are toothless bull dogs because they are not being enforced. (Raphael, 2009).

The independent of the election management body is crucial for its integrity. The election management body must be completely independent of the ruling political party. (Dugard and Dudas 1998).

However, the violators of election integrity must be prosecuted and enforcement should be active impartial, timely, and based on the rule of law, transparent, non partisan and deterrent to be described as effective. In carrying out enforcement especially during investigation and prosecution, right of the accused as entrenched in the constitution must be protected and rule of law be respected. The enforcement agencies and there investigative officers of the alleged violation of election integrity laws should be above board.

Lack of political will on the part of Government to mobilized enforcement agencies to act appropriately and decisively by arresting, investigating and prosecuting any violators of election integrity. Only weakling election violators who did not have “god Father” were often arrested and perhaps prosecuted. (Raphael, 2009).

It is to be noted that a number of challenges is facing enforcement of election integrity in Nigeria, there are a lot of pressures, internal and external that lead to the subversion of the process. (Iwu, 2008).

2.6 The Electoral Institute of Nigeria

In order to professionalize and advance sound knowledge in election administration and management, build the required capital or capacity for the conduct of elections and document and promote research to enable policy formulation, the commission established the Electoral Institution (TEI) in January 2005.

Since the establishment, TEI has grown in terms of structures, scope and performance. It collaborates with 3 major Nigerian Universities and other statutory established agencies of the Government to train and retrain its permanent staff and ad-hoc staff. At present TEI had two satellite campuses with classrooms and hostels facilities, five department and units, library and a mini printing facility. Some of these

units were deliberately housed at TEI to allow them mature before sending them to their parent departments.

At its inception, TEI was look after by a governing council referred to as the Board of the Electoral Institute (BEI) with some National Commissioners as members and the coordinator as ex-officio and secretary. It had only three Major department vis

- Department of Training
- Department of Voter Education
- Department of Research and Documentation.

Each department was headed by a Director and a coordinator who holds a PHD Degree with university teaching experience, was appointed to oversee the activities of the departments at the institute. The ex-officio member also doubled as the secretary to the Board.

Function of the Electoral Institute

- The objectives of the Electoral Institute is to provide a professional service that will provide qualified personnel to meet the needs of the commission and electoral service of the country.
- The institute will achieve this through qualifying courses in electoral studies, and electoral induction training course and a continuous electoral training program for staff e.t.c

- Beside training courses, the institute encouraged basic and applied research and documentation of relevant findings, politics, publication e.t.c
- It is charged with the responsibility of performing the functions among others.
- Coordinating all the training activities of the commissions
- Conceptualizing the process and procedures for electoral activities and preparing electoral manuals.
- Formulating regulations or guidelines governing electoral process.
- Researching electoral policy and related matters.
- Informing and educating all stakeholders on the electoral process.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter consists of research methodology, the essence is to provide the reader with an obvious insight into the methodology used in the research which is made up introduction, Research design, and the third part consist of the population, while the fourth part consist of sample and sampling methods, and lastly the method of data analysis.

3.2 Research Design

This will utilize survey design in the conduct of this research. Therefore the use of both primary and secondary source is applied in order to acquire information on the subject matter the stratified sampling of giving out questionnaire are chosen to be the best method and most relevant means of data collection for this research.

Primary Source of Data

The collection of data using the administering questionnaires:

Questionnaire:- the questionnaire were administered to the staff of independent National electoral Commission (INEC). The purpose of the questionnaire distribution is to obtain more information from a number of respondents. The questionnaires are used to determine the view of the staff concerning the topic under study.

In this research forty questionnaires will be administered requiring them to express their own opinion and suggestion on the area of this research. This is very reliable since the information is gathered directly from the respondents experience and not from third party. Interview was also conducted with some staff and their respondents were only analyzed.

Secondary Source of Data

This includes the data that have been collected and use for similar problems in the past. In this research work document on published books, news journals, magazines and newspapers will serve as the basis of secondary source of data collection

3.3 Population

The population of this study is constituted by the work force of INEC Sokoto which stands at 321 this population was selected because it is situated in Northern part of Nigeria and the post election violence in 2011 took place mostly in Northern Nigeria were the youth rejected the outcome of the presidential election.

3.4 Sample Size and Sampling Method

Forty five questionnaires were distributed to both organizations, in respect of the cadre. Twenty five questionnaires were distributed to the junior cadre randomly; fifteen and five were also distributed to

middle and senior cadre in cognizant of the general population of the organization.

In this research work random sampling is applies to select the number of respondents from among INEC Staff, A stratified sampling method was used because there are various categories of staff that is top, middle and low cadre officers and also because we want to make use of only permanent staff of the commission.

A sample of 40 respondents from INEC Sokoto out of the total population of 321 are used for the study constituting 12.4% percentage of the total population, this percentage gave us the opportunity to share the Questionnaire among the three cadre officers that is Top, Middle and Law cadre officers.

3.5 Method of Data Analysis

The method used in data analysis in this research is simple percentage. The method was used to analyze the data collected using questionnaire administered and personal interview conducted.

3.6 Technique

Data collection is analyzed using frequency table and percentage analysis while the non-parametric statistics test (Chi square) will be used to test the formulated hypotheses using state 10 data analysis package, software

Questionnaire

This is a questionnaire designed to solicit useful information from conducting a research on “An Election management model, for Acceptable election in Nigeria. The role of the election institute of Nigeria.

Please tick the appropriate option that best express your opinion. This work is purely academic and any information given would remain strictly confidential.

PART A

Personal Details of the respondent.

1. Sex :-

Male { }

Female { }

2. Age :-

A. 18-25 years { }

B. 26-35 years { }

C. 36-45 years { }

D. 46-55years { }

3. Educational Qualification

A. FSLC { }

B. WASC/GCE { }

C. NCE/OND { }

D. HND/B.SC { }

E. M.SC/PHD { }

4. Number of Years In service

A. 1-10 years { }

B. 11-20 years { }

C. 21-30 years { }

D. 31-35 years { }

PART B FOR HYPOTHESIS 1

Have you ever attended training at the electoral Institute?

Yes { }

No { }

How adequate is the training?

A. Very adequate { }

B. Adequate { }

C. Inadequate { }

D. Very Inadequate { }

Do you think the institute is capable of coming up with an election management model that will lead to acceptable elections in Nigeria?

Yes { }

No { }

If yes How.....

Which area do you think the institute can improve?.....

.....

PART C FOR HYPOTHESIS 2

Dose corrupt tendencies have effect on credibility of election?

Very High { }

High { }

Low { }

How Do you think we can prevent corruption in the electoral processes
in Nigeria?

PART D FOR HYPOTHESIS 3

Is there any significant relationship between improved welfare and
INEC staff performance?

Very Necessary { }

Necessary { }

Unnecessary { }

Do you think the electoral institute has a role to play in the
improvement of Staff Welfare?

Yes { }

No { }

What other ways do you think the issue of Staff welfare can be
enhanced?

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.1 Introduction

This chapter deals with data presentation and analysis. It presents and analyses the data collected from randomly selected staff of the Independent National Electoral Commission. The data was collected through questionnaire personally administered to the selected staff of the organization.

In undertaking this research project forty five (45) questionnaires were administered to the staff out of which forty (40) were retrieved and used and this present 88.8% of the total questionnaire administered, which is represented in percentage. In addition, an interview was conducted with some staff that will be supportive in analyzing the data obtained.

4.2 Questionnaire Analysis

Table 1: Frequency and Percentage Distribution by Cadre.

Cadre	Frequency	Percentage
Junior	25	62.5%
Middle	10	25%
Senior	5	12.5%
Total	40	100%

Source: Field Survey, 2014

There are a total number of 25 (62.5%) in the junior staff cadre, 10 (25%) in the middle cadre, 5 (12.5%) in the senior cadre.

Table 2: Frequency and Percentage Distribution by Qualification.

Qualification	Frequency	Percentage
Primary	5	12.5%
Secondary	5	12.5%
OND/NECO	10	25%
HND/University	7	17.5%
Postgraduate	3	7.5%
Total	40	100%

Source: Field Survey, 2014

As table 2 above shown five respondents (12.5%) attended primary school, Five (12.5%) attended secondary schools, ten (25%) obtained NCE/OND certificate, seven (17.5%) obtained University/HND certificate and three (7.5%) hold postgraduate certificates.

Table 3: Attendance of Training in Electoral Institute over the Last Five Years

Response	Frequency	Percentage
Yes	30	75.5%
No	7	17.5%
NR	3	7.5
Total	40	100%

Source: Field Survey, 2014

Thirty (75.5%) have attended one type of training or the other in the last 5 years. While seven (17.5%) indicated that they did not attend

any training in the same period, and three (7.5%) did not respond. This means that all cadres of staff. Have attended one type of training or the other between 2010 and 2014.

Table 4: Adequacy of Training

Response	Frequency	Percentage
Very Adequate	20	50%
Adequate	10	25%
Inadequate	7	17.5
Very inadequate	3	7.5%
Total	40	100%

Source: Field Survey, 2014

Twenty (50%) of the respondents found the training very adequate ten (25%) found it Adequate while seven (7.5%) and three (7.5%) found it inadequate and very inadequate respectively.

Table 5: Capability of the Institute to come up with an Election Management Model that will lead to Acceptable Election in Nigeria.

Response	Frequency	Percentage
Yes	30	75.5%
No	7	17.5%
NR	3	7.5%
Total	40	100%

Source: Field Survey, 2014

Thirty (75.5%) accept that the Electoral Institute is capable of coming up with a very good election management model that will lead

to acceptable election in Nigeria while seven (17.5%) did not believe that while three (7.5%) did not respond.

Table 6: Corrupt Tendencies have Effect on Credibility of Election

Response	Frequency	Percentage
Very high	20	50%
High	15	37.5%
Low	5	12.5%
Total	40	100%

Source: Field Survey, 2014

Twenty (50%) agreed that corruption has effect in credibility of election is very high, fifteen (37.5%) agreed that the effect is high while five (12.5%) believed it is low.

Table 7: Relationship between Improved Welfare and INEC Staff Performance.

Response	Frequency	Percentage
Very Necessary	25	62.5%
Necessary	15	37.5%
Unnecessary	0	0
Total	40	100%

Source: Field Survey, 2014

Forty (100%) viewed improved welfare as a necessity for INEC staff performance improvement.

Table 8: Is there any role for the Electoral Institute in the Improvement of Staff Welfare.

Response	Frequency	Percentage
Yes	25	62.5%
No	15	37.5%
Total	40	100%

Source: Field Survey, 2014

Twenty five (62.5%) believed that the electoral institute can play a role in the improvement of staff welfare, while fifteen 37.5% do not believe so.

4.3 Test of Hypotheses

In order to achieve the objective of this research the three Hypotheses developed earlier would be tested in this section as follows.

HO 1: From the sources of the personal interview conducted on whether the electoral institute can play a significant role in ensuring acceptability of election in Nigeria. The 75.5% of the questionnaire respondents also believed that the institute has a great role to play in acceptable election, agreeing that the institute can develop a very sound election management model which will be a guide to the achievement of acceptable election in the country. Thus the above response support the hypotheses and proves that it holds, therefore it is accepted. The responses have validated the hypothesis.

With adequate resources and manpower the institute will not only play its role in acceptable election in Nigeria but play a significant role in the consolidation of democracy in Nigeria. This will only be possible if the institution is given the necessary support it deserve. Most of the people are optimistic in the positive role the institution will play in ensuring free and fair elections in the country.

HO 2: Effect of corrupt in conducting credible election in Nigeria.

From the response on the interview conducted, it was concluded that corruption have great effect on election credibility. Corruption has made election a mere ritual with no substantive democratic outcomes, obstructing rather than nurturing democratization

Corruption from either the political class or the election officials or even the electorate is usually a two way or triangle process which has subvert rather that nurtured or promote the democratic aspiration of Nigerians. The above response supports the Hypothesis and proves that it holds. Therefore it is accepted. This response further shows that credible elections will only hold in the country after fighting corruption and corrupt tendencies tooth and nail.

HO 3: There is a significant relationship between improved welfare and INEC Staff performance.

From the response on the interview conducted it was concluded that there is a significant relationship between improve welfare and INEC staff performance. The test shows that the relationship is highly significant and therefore positive in other words, the more a worker is able to meet his needs the more satisfied he becomes and concentrate more on his work.

The result of the oral interview conducted shows that majority of the respondent see improved staff welfare as a necessity and an important instrument for enhancing greater level of workers productivity. They also agreed that the benefit of welfare to their personal and organizational development is high.

4.4 Constraining Factors to Electoral Process

The issue of electoral process has been misuse to subvert rather than nurturing or promoting the democratic aspirations of Nigerians. Instead of good democratic governance which should be a corollary of well conducted elections. The Nigerian elections have been said to have invariably and without any exception thrown up and entrenched undemocratic and self-serving characters into public position which they systematically and recklessly misuses.

However, from 1999 to 2007, Nigeria elections have been said to become progressively worse in so far as democratic content and popular choice are concerned. Increasingly, not only were citizens disenfranchised, they on their own become frustrated with the processes and began to lose confidence and increasingly become indifferent and then voluntary withdrew or disengaged from the process.

The 2007 election perhaps illustrated the crudest manifestation of all that have been wrong with elections in Nigeria, in terms of the extends and magnitude of poor, fraudulent conduct and conflict-ridden nature of elections or electoral politics. We have seen it all, in extremes, from ballot box snatching and stuffing, to manipulation of the party nomination processes, to imposition of candidates, to incumbent executives at both state and federal levels interfering in all aspects of electoral process to electoral fraud aided and abated by the high echelons of election management bodies. The use of security agencies by incumbents to intimidate opponents and to ensure or assure “victory”, and to use touts to interfere in electoral process.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter will consist of summary of the finding, the second part deals with the conclusion of the work and the third is basically the recommendation of the research in the topic.

5.2 Summary

From the Findings presented above, it was discovered that, the Electoral Institute can play a major role in coming up with modalities that can lead to acceptable elections in the country, corruption no doubt has effects on election credibility as well as a great relationship between staff welfare and improved productivity by the INEC staff. It was also discovered that corruption is behind the lopsidedness in the electoral process in the country. The war against corruption should go beyond electoral process and start from constituting members of the body. People with very good record should be considered and given high level of Financial and political autonomy this will go a long way in conducting credible elections in the country.

Majority of the respondents viewed improved staff welfare as a major component in enhancing their performance in election management.

5.3 **Conclusion**

Elections are generally, considered as avenues which offer opportunities to citizens in democracies to exercise choice of candidates and policies to govern their polities and to satisfy their needs and aspiration. However, how elections are conducted and how citizens managed to utilize elections to exercises real substantive choice, to qualitatively influence politics and governance to a large extend determine the fate, the tempo and the direction of democratization and democratic consolidation or lack of it. It is evident that if conducted properly and managed well, with greater enlightened participation by citizens and good conduct by all of stake holders, especially the politicians or contestants, then elections catalyze good governance and facilitate democratic development and consolidation.

5.4 **Recommendations**

The following recommendations are suggested from the findings of the study. Government needs to intensify more efforts in ensuring that the Independent National Electoral Commission receives it full Independence, No arm of Government should be allowed to interfere in all its activities.

The Electoral Institute should also be developed in order to utilize it full potentials, and also the scope of the institute should also be brooding to provide training for all cadre of electoral officials, in

fact attendance of the institute should be a mandatory for certain category of staffs. The institute can also be developed in the same capacity as the foreign Affairs institute in Lagos.

Moreover, electoral officials should participate actively in the conduct of elections in other countries so that they could physically see and learned from the experience of other democratic states. Enlightenment campaign should be regularly conducted for the general electorate on the need and significance of free and fair elections in the country.

The election management body should improve the welfare condition of this staff. The introduction of a special salary scale for the staffs will not only improve the staff's productivity but also make them the best in the world. Likewise the issue of Regular promotion as we have seen since the coming of the Jega led EMB has increased the morals of the Staff.

Corruption and its tenets should be eradicated by all means and transparency should be the watch word in the entire election process.

Special court should be established to deal with electoral offenders. Security officers should never allow themselves to be used to harass the opposition members or act in appropriately to favors one side or the other.

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