TITLE PAGE

ACHIEVING A HITCH-FREE BALLOTING THROUGH EFFECTIVE LOGISTICS MANAGEMENT: A CASE STUDY OF NATIONAL ELECTORAL COMMISSION OF NIGERIA (NECON)

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BEING A PROJECT SUBMITTED TO THE POSTGRADUATE SCHOOL, AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (M.B.A)

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C E R T I F I C A T I O N

This Project Report/Work entitled ACHIEVING A HITCH-FREE BALLOTING THROUGH EFFECTIVE LOGISTICS MANAGEMENT; A CASE STUDY OF NATIONAL ELECTORAL COMMISSION OF NIGERIA (NECON) by OGUCHE, MATTHEW OPALUWA meets the regulations governing the award of the degree of Master of Business Administration (M.B.A.) of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This Project Work is whole-heartedly dedicated to:

PRINCE OPALUWA OGUCHE AKPA (*My late father*) who for his life time had initiated my academic career;

MRS EKE OPALUWA (*My mother*) who for her moral support and encouragement saw me through in the process of completing this study; and

OJONUGWA OPALUWA (*My daughter*) who was deprived of all kinds of pleasure and fatherly care in the course of this study.

DECLARATION

I hereby declare that this Project for the degree of Master of Business Administration is a product of my research work. It has not been previously presented for any degree and is not being concurrently submitted for any other degrees. All sources of information are acknowledged by means of references.

M.O. Oguche

November 1995

ACKNOWLEDGEMENT

The idea to investigate into the logistics management of the National Electoral Commission of Nigeria (NECON) was conceived out of the personal interest of the writer on a hitch-free balloting long before the opportunity to attain M.B.A course came to hand. In the course of this research work, some problems however were encountered.

First was the dissolution of political structure and the banning of political activities in the country by the Head of State, General Sani Abacha. The second problem was lack of finance for a wider coverage of relevant information and data sources; and finally, the problem of accurate and precise response from both the politicians and the public without bias as to the impact of effect of the June 12, 1993 election annullment.

In this regards, it appeared initially as if this study was going to fail; but for the intellectual ability of the supervisor, Mr. A.B. Akpan, who showed keen interest on this project work, I was able to overcome all associated initial problems. I hope my success will be a source of pride to him.

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ABSTRACT

The key result expectation during elections is a function of measure of performance of the Commission (National Electoral Commission of Nigeria). The Commission consolidates its achievement through effective logistic management. Electioneering logistics involve a systematic break down of various systems, subsystems, components, variables and other integrated strategies and policies required for a hitch-free balloting. Some of these systems include finance, efficient transport facilities and networks, manpower utilization and distribution networks.

The heterogeneous nature of our geographical landscape and inadequacy of the above systems coupled with the country's peculiar political instability and ethnic prejudice have complicated the planning, simulation and implementation of these logistics for the free and fair elections in the country.

As a source of information used for the study, questionnaires were designed, administered, retrieved and analysed for the purpose of testing some of the hypotheses which appeared very meaningul in the discussion. The study revealed that economy, power, ethnic sentiments and curiosity are the major reasons for the various abuse of electoral logistics.

The researcher carried out appropriate study on the autonomy and status of National Electoral Commission of Nigeria, stock and replacement

management, distribution channels and strategies, queueing system, routing and scheduling models required for the integration and synchronization of the various logistic components toward achieving a hitch-free balloting.

CHAPTER ONE

1.0 INTRODUCTION

The political and electoral procedures in Nigeria over the years call for an indept study and possible formulation of appropriate models to optimise the available resources towards achieving enviable results. This thesis, "Achieving a Hitch-free Balloting through an Effective Logistical Management" calls for the proper study of manpower, finance and equipment or materials required for the conduct of elections in Nigeria. Electoral logistics involve the systematic breakdown in the procedures for averting the complexities in electioneering. Some of these complexities include appropriate and timely routing of electoral materials, training and posting of trained electoral officers to effectively partitioned zones of the Electoral Commission, prudent mobilization and disbursement of funds for the procurement of materials and adopting to letter, all safety guides of inventory policies.

Other complexities arise in areas of screening and clearing of aspirants, assets declarations, tax clearance and most importantly, the part of the dignity of man which deals with a declaration that the said aspirant has not been convicted or had any dubious break in the continuity of his curriculum vitae.

There exist several constitutional provisions and decrees backing up electioneering activities. The researcher has observed that the country has recorded not less than three aborted republics and more than five military interventions. It is therefore disheartening to learn that up till now Nigeria has

not generated a model for free and fair elections. Just few years ago, the country sunk billions of naira into Electioneering process and set up various committees, commissions and agencies to organise, supervise and regulate free and fair elections, the result is a government of necessity, annulment of presidential elections, dismantling of the existing structures and commissions, repeal or abrogation of several contitutional provisions and decrees. This indeed injects a very terrible confusion into the system.

The researcher feels that the period of this study is just timely since there are no existing political parties, interests and intentions of "rigging in or rigging out" of any Government. Moreso, the political situation in the country seem to be relaxed after the controversial June 12 annulment of presidential elections. This situation has saved the researcher a lot of embarrassments and anxieties in reaching various Commissions at the Federal, State or Local Governments and other Commissions or Agencies or paying unnecessary courtesy calls on one Director or a traditional Chief somewhere. Infact, the only available political development in the country is the constitutional conference committee which is of course battling with the puzzle of printing and presenting the draft constitution of the Federal Republic of Nigeria which presumably on adoption by the PRC may empower the electorates to go to the pools once more.

1.1 BACKGROUND TO THE STUDY

Nigerians gladdest tidings of all time was the promise of her majesty's

Government of independence to Nigeria on October 1, 1960. This was announced at the conclusion of the 1958 Constitutional Conference in London by Alan Lennox-Boyd. Alan Lennox-Boyd as the then Colonial Secretary presided over the Conference.[1]

During the Conference, decisions significantly recorded include the electoral arrangements, the fiscal arrangements and minorities problem. The motion for self Government as moved by Enahoro was borne out of several colonial constitutions unleashed on Nigeria as a Colony. It is a fact that no nation is constitutionally static, no matter how developed the country is. However, any country whose constitutions changes rapidly has unstable government. The Constitutions ranging from 1922 (Clifford), 1949 (Richards), 1952 (Macpherson), 1954 (Lyttelton) and 1960 (Independence Constitution) have always passed through one change or the other for either adequate representation, equitable share of executive or legislative power.

Early 1960, the Prime Minister, Abubakar Tafawa Balewa tabled a motion before the Legislature, requesting the British Government to grant independence to Nigeria on October 1960. In July the same year, the British Parliament, in accordance with the request passed the Nigeria independence act of 1960. "Among the problems inherited from the colonial masters included incompatibility of the major ethnic groups in Nigeria, processes for elections and management of the entire polity".[2]

Since independence, several Commissions including Electoral Commission and Nigeria Population Commission have been inaugurated by different Governments in Nigeria to ensure a free and fair selection process for leaders. Thus what National Electoral Commission (NEC) is today was established by General Ibrahim Babangida following the promulgation of decree No. 23 of 1987 as ammended by decree No. 8 of 1989. The decree empowered the Commission to:

(i) *Organise, conduct and supervise all elections and matters pertaining to elections.*

(ii) *Provide clear rules for the emergence, and recognition and regulation of political parties.*[3]

The Commission on a bold outlook was expected to confront and resolve several electoral problems. The Commission is charged with the responsibility of bringing a more coherent and effective organisation that is geared towards and capable of achieving the democratic objectives and expectations of Nigeria public. As part of a purposeful development the National Electoral Commission partitioned the country into eight zones for closer monitoring. The Commission was equally restructured into various departments like Finance and Supplies, Logistics, Legal Services etc.

In line with social correlates of political participation, the Commission aligned with the Press, Federal Ministry of Information and exercebated the establishment of MAMSER to assist in the effective mobilization of the

grassroots.

The Commission in the process of ensuring a hitch-free ballot delivery to the people has been frustrated by certain complexities. The most difficult aspect of this development is the schedulling of manpower, the inadequacy of finance and short supply of electoral materials. Aside from manpower and logistics, a cardinal reguirement is knowledge of the laws and other regulations guiding the conduct of security of the state during the period of elections.

These complexities coupled with the inconsistency in the political system in Nigeria is responsible to a large extent to the non-performance of Electoral Commissions since independence.

1.2 PROBLEM DEFINITION

The major problem associated with Electoral process is Rigging. Rigging is apolitical. It is a fraudulent manipulation of electoral materials, logistics and election results by the contending parties or politicians to gain power. The various rigging exercises have aggravated a lot of crises in different parts of the country.

In this study, a lot of problems millitating against effective logistics management are looked into. Some of these include:

(i) the impact of finance on the running of electoral processes;

(ii) the staffing condition of NEC;

(iii) the impact of various decrees and laws on the success of electoral logistics;

(iv) the role of the social correlates to political activities. Some of these correlates include sex, educational background, settlement states of the respondents etc;

(v) the poor communication network in National Electoral Commission;

(vi) the poor transport facilities which encourages the poor attitude of various Commissions and Agencies like the MAMSER, NPC, Public Complaints Commission;

(vii) the poor state of security system for the effective electoral processes;

(viii) lack of public awareness to enable effective mobilization.

It is therefore, obvious that if these problems are not properly tackled, then the country is leading for a political doom. This is because a formidable political stability is a base for the survival of any economy. The present situation of inconsistency in system of elections and instability of government does not synchronise with the yearnings and aspirations of the populace. This situation endangers the hope of democracy.

1.3 PURPOSE OF THE STUDY

This study is aimed at understanding the efficacies and implications of optimal exhaustion of manpower, finance, materials and involvment in planning and logistics on the electioneering exercise in the country.

In addition to the above, the study will reflect on the dire need for the country to fashion out a model democracy to ensure a viable political structure for our dear country.

Other major areas bothering the mind of the researcher include:

(i) *ascertaining whether the frequent distortion of our political agenda occasioned by illiteracy plays a dominant role in the frustration of electioneering logistics;*

(ii) *investigating the impact of political legendary bequeated on the country by the colonial masters;*

(iii) *ascertaining if possible, the parameters used in the delineation of the country into constituencies and wards;*

(iv) *ascertaining the relevance of constitution reform to the development of political history of the contry;*

(v) *finding out the appropiate models for schedulling several meterial and human resources required for fair conduct of election;*

(vi) *studying stategies for minimizing electoral violence and abuse of electoral laws;*

(vii) *checking the inventory level of various materials required for the fair elections;*

(viii) *ascertainging the work methods and measurements as they apply to the gantt development chart in the Commission;*

(ix) *coordinating the electorates during the elections i.e. finding out*

the best queue model for any electoral system.

1.4 STATEMENT OF THE HYPOTHESIS

A study of this nature is not conclusive if there are no testable statement of facts. Hypothesis can be defined as a testable statement of required facts and interpretation determining their validity of the statement. They are tentative empirical consequence.[4]

The hypotheses contained in this study are strutured in line with the research questions drawn. The researcher used the following hypotheses:

1 The non-grant of regulatory autonomy to NEC is responsible for the inconsistency in planning and logistics.

2 The poor communication arrangement is responsible for the inadquate management.

3 The uncooperative attitude of various bodies, commissions and agencies is resposiblee for the poor routine and mobilization of the electoral materials at the grassroots.

4 The poor staffing condition of National Electoral Commission is a great sabotage to electoral logistic management inconsistency in planning and logistics.

5 The availability of electoral materials, finance, vehicles and good maintenance culture is a sine-qua--non to the effective logistic management.

6 More than 60% of the electorates believe that the abuse of maintenance

culture and the corrupt electoral arrangemeents is responsible for inefficiency in the Nationaal Electoral Commission.

1.5 SCOPE OF THE STUDY

The nature of this study appears complicated since it is concentrated on public opinion. The researcher, because of the problem of distance and uncooperative attitude of the respondents during interviews, restricted the study to few States especially those that have Federal institutions to ensure spread.

The study was concentrated on appreciable population representing the leaders and the led. The selection cuts across various demographic traits. In this study, however, the researcher did not administer research instruments to top government officials because of anticipated bias and uncompromising response in assessing the logistic of the Commission.

This is essentially a case study of a particular Commission whose corporate objectives are difficult to come by owing to destructive interference by the Government and other bodies. We shall on this note, restrict our study to those aspects that form the mainstream of the activities of the Commission. These include funding, transportation, security, personnel, materials and legal services.

1.6 SIGNIFICANCE OF THE STUDY

This study at the end shall throw light on:

(i) the best partition required of the country in line with the boundary

Commission and Nigeria Population Commission reports at any appropriate time;

(ii) the optimal routing process for the allocation of electioneering materials;

(iii) the scheduling responsibilities of the Electoral Commission of various agencies as regards staff recruitment. training and posting;

(iv) the best communication network to alert security agents of any action in any place viewed to go against the rules guiding the conduct of election;

(v) the resolution of the transportation problem (effective logistic management);

(vi) and finally, a re-appraisal of the existing electionering laws and the duties of various agencies.

1.7 DEFINITION OF TERMS

The researcher compiled some terms as used in this study. The purpose is to ensure clarity and logical linkage in the understanding of the terms and their use in this work.

Accreditation: This is the process of confirming and agreeing with the particulars of the voters as contained in the latest reviseed voters registers.

Bribe:	Any property or gifts or benefits of any kind as an inducement for the granting of favour.
NPC	This is short for National Population Commission. The Commision handles periodical enumeration of sample survey and provides maintenance of a machinery for continous and universal registration of births and deaths throughout the Feedeeration.
NECON	This is an acronym for National Electoral Commission of Nigeria. It provides guidelines. rules for organizing and conduting and supervising free and fair election.
Secret Ballot:	The voting exercise that takes place secretly.
Open Ballot:	This method deals with the open queueing of voters behind the symbols of the party or the candidates of their choice.
Modified Open Ballot system (mobs):	This system combines the best features of the secret balloting and those of the open system. A voter can make his/her choice in secret and vote in public.

NEC Staff:	These are staff with different designations who carry out directed functions to ensure free and fair elections.
Queue:	The arrangement of voters on a waiting line to be serviced (either for accreditation or voting exercise).
Political Clearance Department:	This is a department in the NECON that is charged with the responsibility of clearing the aspirants and confirming their eligibility.
Decrees:	These are standing laws promulgated by the Military Government. The enactment of such decrees suspends the existing constitution.
Scheduling:	This is a statement or list of details required for carrying out electoral processes.
Stock:	They represent the electoral materials that are required for disbursement through the appropriate channels of distribution.
Suffrage:	This simply means the right for a citizen to vote in elections, referenda and plebiscites.
Voting:	The actual casting of votes by the voter.

Simple Majority:	The declarattion of a candidate as a winner of election if he has the highest number of votes.
Absolute Majority:	The declaration of such a candidate as in simple majority is dependent on the total number of votes even when he needs to be higher than all other alternative candidates' votes put together.
Constituency:	This is the delineation of the state into political fragments (zones) for the purpose of electing Representatives in the country.
Proportional Representaation:	This is a situation where a political delienation makes presentation of candidates based on the population of the area.
Electoral College:	This is a form where elected people conduct further elections for the purpose of selecting candidates for different offices.

Option A4	This was a system designed by NECON. The nomination of candidates stem from the ward congress through local government congress and state government to national convention where the flag bearers would emerge. It is not, however, compulsory that every ward must sponsor an aspirant or aspirant's decision to seek party mandate as a candidature is voluntary and rests with interested but qualified individual Nigerian.
Election:	This is the periodic selection and voting in of the people's representatives and the leaders into office by the electorates or voters.
Falsification of Results:	This concerns the rigging and undue manipulation of election results.
Public Opinion:	This denotes the popular view of the generality of majority of the people on public policy. It represents the people's thinking and reflections on the activities of the Government.

Rigging:	This is apolitical. It is the fraudulent manipulation of election materials and election results by the contending parties or politcians to gain power.
Methodology:	This refers to the procedure or approach a researcher adopts in carrying out investigation into a study.
System back-ups	These are the alternatives to the existing logistics in case of unanticipated failures.
Security	This is the sum total of all arrangement made by the state to protect the electorates and NECON workers from any act of intimidation, holiganism or thuggery as the case may be.
Distribution Channel	This is a particular configuration for performing electoral functions.
Choice of Chennel	It aims at satisfying the greatest number of wants starting with the most important and going down their hierarchy. Choice is therefore determined by the least important want that could be reached.

Distribution Location	This is the spot outlet where the electoral materials are moved from.
Distribution Management	This is the motivation of various outlets to perform at the highest possible level.
Stock Replenishment	This is the re-ordering of stock to ensure that the organisation does not suffer stock-out
Replacement	When a system deteriorates e.g. motor vehicles, boats, or helicopters used by the Commission, there are two alternatives. Either maintenance is done or the system is changed entirely. This is called replacement.
Routing	This is a managerial activity that establishes a formal pattern form workers to follow through the main segments of the operation.
Chi-square	This is statistical tool for analysing test of goodness of fit or test of dependency of variables.
Z-score	This is a statistical tool used for testing proportion of events
P.R.C	Provisional Ruling Council

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CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter deals with review of related literatures. The researcher handled this task under three segmented approach. The first approach deals with the role of marketing in the stock management, distribution strategies, channels for distribution and replacement of stocks which may be outdated or show evidence of non-countinuity of life.

The second approach under studies the relevant scheduling models as may be applied in the facilitation of electioneering logistics.

The third approach which is the basis of this study deals with background to electoral processes and current literatures on electoral procedures in Nigeria as chronicled until the botched June 19 93 electoral results.

2.1 STOCK AND DISTRIBUTION STRATEGIES

"In the brief history of salesmanship, it is not long ago that sales was viewed as a means of exchange process performance rather than performing specific and limited function in the distribution of goods and services".[1] This myopic view as adopted by some American Associations has swiftly changed because of the current parlance in the consideration of stock distribution and management. The role of the National Electoral Commission (NEC) in this study is not sale of stock but the management and distribution of materials and

services to the electorates for effective balloting. The difference exists in the salesmanship approach when assignment of distribution of stock are carried out with a view to satisfying customer's wants and making profit. In the case of Electoral Commission, the ultimate is the availability of electoral materials (stock), effective routing for distribution as untimely delivery may hamper elections and aggravate tension, riots and other indecent outbursts by the electorates".[2]

In the marketing parlance, "Marketing segmentation is applied particularly in advertising to media, planning, selecting media or other techniques which will appeal economically to marketing target audience of the produce or service.

In the study of electoral logistics, it is noteworthy that the above strategy exists. The country for the purpose of pure logistic viability is fragmented into zones, states, constituencies, local governments and wards. The purpose of this delienation is to reach the target audience which is the electorates. Formulating strate gies for effective logistic management strategies imply broad and overall direction for the planning and operation of any business or task. Some authors use strategies and policies interchangeable" (Koontz and Kotler). But strategies could be regarded as the guidelines which an organisation is required to follow in atttainment of their goals. However, in the broader cause of action, policies, could be described as the more specific statement of rules which the organisation can follow in

attaining its broader goals. It follows therefore that the various marketing strategies can be translated into policies that guide action for the attainment of various goals in the electoral logistic management.

For instance, the National Electoral Commission upon the revision of the consitution, delienation of the state, constitutencies, or local governments and ward pass through several complexities which the electorates always find upalatable. The Commission considers time of delivery of materials, servicing and maintenance of equipment towards sustenance of the segmentations. The NECON officers are expected to know to plan, administer and direct the field workers and the elctorates.

The NECON workers like salesmen, need intelligence, initiative and stand out personality. This will guarantee honesty in the circulation of electoral materials, proper routing or proper communication network allied with adequate security surveillance.

(i) *Transportation Network*

The heterogeneous nature of the country's geographical landscape complicates the issue of transportation and routing. So many wards in the interiors cannot be reached because they are either waterlogged, reverine or do not have motorable raods.

This situation causes a lot of problems as the Commission might have to go into buying expensive boats, highly rugged jaguar motor vehicles to be able to access the terrible roads and sail the rivers to the

riverine areas.

In the Degema and Guguma areas of Port Harcourt or the Bomadi and Burutu areas of Delta State, aside from engine/flying boats, river security surveillance is equally expected with `life jackets' for the workers. Under such condition, there may be need to change th method of distribution; the necessity is to be able to meet the timeliness of delivery and get the appropriate information to the grassroot. Territorial coverage, routing, time management, communication and sensitivity analysis may be helpful in the course of decision-making.

(ii) *Routing*

"Routing is a managerial activity that establishes a formal pattern for workers to follow throughout the main segments of operation".[3] This pattern is usually reflected on a map or list that shows the order in which each segment of the territory is to be covered. When `territories' have been carefully established, the management of the commission can turn its attention to the possibility of routing the workers within their respective districts. This is mostly applicable to drivers and security agents conveying electoral materials, officers carrying out official duties and others on security surveillance.

Some of the reasons adduced for routing are:

(a) to ensure timeliness in the arrival and delivery of electoral materials;

(b) cutting down cost which are imminent as travel expenses or maintenance of the transportation method used;

(c) most workers do not want to be posted because of culture/ethnic differences;

(d) developing adaptive computer models to enable the management minimise either total travel time or travel cost.

(iii) *Stock Control*

"Stock control is typical of logic of stock replenishment". The object of stock is to ensure a correct balance between the cost of stock-holding and the benefits from stock-holding. In describing the benefits accurable to stock management in a commission like NECON, the following functions have been identified as the basis:

(a) to enable products be produced economically, avoiding gross wastages;

(b) to act as buffer against an unpredictably high rate of use".[4]

Electoral materials are bound to suffer a lot of usages. This makes it imperative for adequate arrangement to be made to ensure that the stock is readily available. Anything to the contrary may mar the logistics already set. The Commission and its agents should appraise the stock-holding cost, or stock-out cost. It is also prudent to consider the 2-bin system in re-order level i.e. replenishment when stock falls to zero or as a periodic review system. The later is more preferable in the

logistic management of electoral practice.

Makower encouraged self adaptive stock control. He claimed that why stock control systems are inadequate is that the operators do not adapt to changing conditions. If a system is to keep abreast of changes in the pattern of demand or supply, it must include some method of forecasting.

The method of exponential smoothing is particularly suitable for this purpose.

New forecast = Old forecast + (Latest demand - Old demand). This is only very successful where there is need for batch replenishment (variation system). This system suits the activities of Electoral Commission as our population changes from time to time. This means the demand and usage of electoral materials will vary from year to year.

(iv) *Replacement*

Some systems deteriorate gradually leading to lower efficiency and higher costs. This development continues until some conservative actions are taken".[5] At times the system fails completely and the only corrective measure available becomes replacement. A labour force deteriorates when people leave the system. Under such situation there is need for replacement (recruitment/training). A machine deteriorates when it wears out. For these, there may be alternative means of effecting maintenance. Once the appropriate data relating to the system

are collected with the attendant cost, it becomes prudent to make replacements by calculating the possible time for such replacement.

For the National Electoral Commission, most machineries including motor vehicles, boats or helicopters undergo wears or deteriorations. Such development needs appropriate maintenance or replacement depending on the result of the related computations. In the course of distributing electoral materials to various outlets, vehicles breakdown causing delays that naturally result into chaos.

Other manipulative tools like the failure trees, survival probabilities can be used in the evolution of criteria for replacement of a particular system. For example, the economics of systems are dependent on their designs on the required degree of robustness or reliability and the alternative maintenance policies available. However, in some automatic control and mechanical systems, maintenance cost may be very high and consequently such system is allowed to deteriorate and be replaced rather than bear huge maintenance cost.

(v) *Distribution Channel*

"Distribution function can be carried out in different ways. A distribution channel is a particular configuration for performing these functions operating at a certain level of cost and with a certain generation of results".[6] We are concerned in this study with the appropriate channels to be used in the distribution of electoral materials.

According to Philip Kotler, `themajor reason for channel change is timely discovery by the entrepreneurs of more effective and efficient ways to accomplish the work'. For accomplishment of distribution, there are three channels of distribution viz corporate channel, administrative channel and contractual channel.

The corporate channel is described as a centrally owned and operated vertical marketing system that is programmed for concerted action and the achievement of certain economics. But the administrative channel is concerned with exercise of administrative control over a vertical network by dint of its economic/political power while the contractual channel is the combination of two or more independent organisations to enforce buying and selling. For the survival of our electoral systems, there is no need for contractual channel, the Commission needs a totality of administrative channel and a little doze of corporate channel. This is to ensure control even as the materials are moved from one level of superiority to a lesser one.

The Commission must select the channels of distribution with an eye not only on the economics but also the control aspects of channels and their adaptability. It is important that the Commission considers how much control it is likely to achieve through the desired channels. "It is equally prudent to show some preference for channels that are easier to disengage from, in the event that more viable channels appear

especially during emergency situations".[7]

(iv) *Distribution Strategy*

"Distribution strategy is the problem of determining the optimal way in which an organisation will try to sell its products to designated end markets".[8] The organization is the NECON and the end markets are the electorates. The process enables the management to distinguish all of its major channel alternatives and use some method of analysis to evaluate the work of each alternative.

For the Commission to choose a distribution strategy for a network of districts, there are at least three different techniques that could be faithfully applied to help peter out the best strategy. These are:

(i) weighted factor score method;

(ii) heirarchical preference ordering method;

(iii) method of strategy simulation".[9]

The (i) above simply attaches weight to some major factors the organisation may consider and eliminates the least. The second method (ii) represents an improvement over simply listing the pros and cons of each alternative. It attempts to quantify the qualitative attributes of the different proposals in a common measurement framework. It is however only very useful when little data are provided.

The failure of the two previous methods to produce actual estimate of profit or risks for each strategy is the reason for the adoption of the third method (iii above). With this method, there is clear visualization of what is expected to happen under each strategy to revenue, grants, costs and investments over some suitable planning horizon. This method also allows for the development of simulation models to examine the estimated monetary consequence of each strategy under different assumptions and sets of data.

Distribution strategy in NECON may change depending on their responsiveness to new alternatives. These alternatives come in form of reports from officers in the field. For contemplated changes in distribution strategy, use is made of Bayesian decision theory to formulate and resolve the channel decision problem. Although modern decision theory may not involve Bayes theorem in a particular application, the field has settled on the term Bayesian decision theory to present a general framework that calls for distinguishing alternatives, placing probabilities on uncertainties, developing loss functions and choosing alternative according to expected values".[10]

2.2 RELEVANT SCHEDULING MODELS FOR ELECTION PROCESS

According to the Oxford Advanced Learners Dictionary, Schedule means "list or statement of details especially of times for doing things; programme or timetable for work". For an election to be organised in a country, there are a

lot of variables to be taken into consideration. Some of these variables include population (electorates), electoral materials, personnel, machines available, finance and the ability to manoeuvre various arm twisting intrigues associated with electoral laws. There is need to map out various strategies using the appropriate operations research tools through which decisions can be made on what if - analysis.

For instance, elections are organised for the electorates to select their leaders. The electorates may decide to use simple majority or absolute majority in deciding the winner, it could be secret or open or modified open ballot system. Whichever one the government after formal referendum with the electorates decides, elections are usually held. According to Chief Adebayo Ogero:

(i) *ballot boxes of political opponents could disappear;*

(ii) *unscruplous politicians belonging to the ruling party may have access to ballot papers or print their own;*

(iii) *ballot boxes of political opponents could disappear in transit from the polling centre to the counting centre;*

(iv) *acid or other obnoxious chemicals could be poured on the unfortunate electorates or electoral materials to destroy their chances of winning after being in a queue for a long time;*

(v) *long and unserviced gueses attract exchange of insults. This idle time aggravates various tensions which hitherto leads to riots,*

display of thuggery etc. in the polling centres;

(vi) inconcistency in activities and duration of event, time associated with majority of electoral projects subjects the effective logistics management to ambiquity. One procedure is skipped; or a particular activity is completed without a predecessor;

(vii) inconsitency and error-prone method of census is another big blow. This has led to either wrong or no population figure with which arrangements can effectively be made on provision of electoral materials or scheduling of personnel.

The researcher, having articulated these problems, suggests a simple appraisal of the following operations research tools. These tools include simple simultation model and sensitivity analysis, project management and forecasting tools".[11] Science had in the recent time developed some platforms on which a particular variable under the necessary conditions can be seen to be working effectively before the activity commences".[12] Some of these tools are discussed below:

2.2.1 Modeling Electoral Process

Modeling is the basis for any task associated with operations research. Building a reliable model helps in curbing the complexities and uncertainties of a decision i.e. transforming a problem into a logical structure that is amenable to the formal physical performance of that system. Such development specifies the decision alternatives and their anticipated consequencies for all

possible events that may occur. In general, a model can be described as a model for arriving at a well-structured view of reliability.

Modelling suggests that when our electoral laws, procedures and activities are developed, a trial mimick run is required using all the required variables to attest to the reality of all the functioning components. The objective of such a model is to guarantee reliability and permission to examine the behaviour of any system without tampering with other subsystems under operation.

Simulation modeling may be used to handle the electoral process which is a complex abstract system. Though this technique does not yield a general solution such as those obtained from mathematical models. It helps in answering questions like if there are no polling clerks and agents, would NECON and the affected community cope with the exigencies of the situation? If electoral materials are mischievously diverted, what alternative arrangements prevail? In case of chaotic situation, what are the necessary sanctuaries? These and many more answers are sought from the variations done on the variables well ahead of the election period.

The major advantage of this development to National Electoral Commission is the "provision of a frame of reference for consideration of the problem which is indicated by the model as gaps".[13] Timely prediction of results and further problems where the gaps are not apparent are also shown.

2.2.2 Application of Queueing Service to Electoral Process

The Queueing System was organised in the early 1900 by a Danish mathematician, A.K. Erlang. He was carrying out a study on the problem of telephone traffic. This model has since been used in analysing waiting line problems inherent in most public service places like production centres, polling centres etc.

Queueing system in relation to electoral process is the arrangement of eligible voters in order of arrival and service time. Some of the electorates arrive at the stipulated time only to stay in a very long queue waiting `turns' to vote that never come due to violence, exercebated by abuse of queue service modality. This disturbance increases the waiting time as well as the waiting line which sum up to trade-off decision. "It embodies comparing the cost of removing the waiting line and the cost attached to waiting time".[14] In other words, it is more appropriate for NEC to attempt matching extra cost of providing faster service by creation of more polling centres and employing more polling officers to the deadly consequence of a long waiting line of voters.

Some of the queue discipline include balking, reneging, jockeying, use of FIFO, LIFO and priority concepts. Balking occurs when the voter decides not to join a queue at all. Reneging describes the offensive voter who may join a queue and later leave the queue without waiting to be served. Where there are multiple polling boots, some voters may decide to leave their queue and join another queue to improve their chances of being serviced. This is called

jockeying. The three concepts thus explained are abnormal cases in the polling centres. The abnormality can generate chaos.

The appropriate discipline in any queue is FIFO (First-in-First-out). This discipline permits the servicing of voters according to how they arrive.

Other ones are the LIFO (Last-in-First-out) and the priority which are applied in special cases either to aid the disabled, pregnant women or people with infectious disease.

The queueing system equally affords a quantitative representation of set standards and offer viable rules for handling several problems".[15] For example, if the rate of arrival of a voter as given is denoted by λ (lambda) and the rate of service time is given as μ (mu) then the mathematical property is written as $p = {}^{\lambda}/_{\mu}$ provided the rates conform with the poisson distribution. P which is a probability ratio is also called traffic intensity of utilization factor of a polling booth. Other methematical manipulations arising from the above variables elvolve the following:

1. Average number of voters in the waiting line

$$AWL = \frac{\lambda^2}{\mu(\mu - \lambda)}$$

2. Average waiting time of the voters in the system

$$AWT = \frac{1}{(\mu - \lambda)}$$

3. Average number in the system

4. Average waiting time in the queue.

$$ANS = \frac{\lambda}{(\mu - \lambda)}$$

$$AWTS = \frac{\lambda}{\mu(\mu - \lambda)}$$

The queueing system thus discussed is a very useful tool in the various decisions encountered in electioneering processes. It helps greatly in creation of new offices, employment of new staff and allocation or deallocation of several resources.

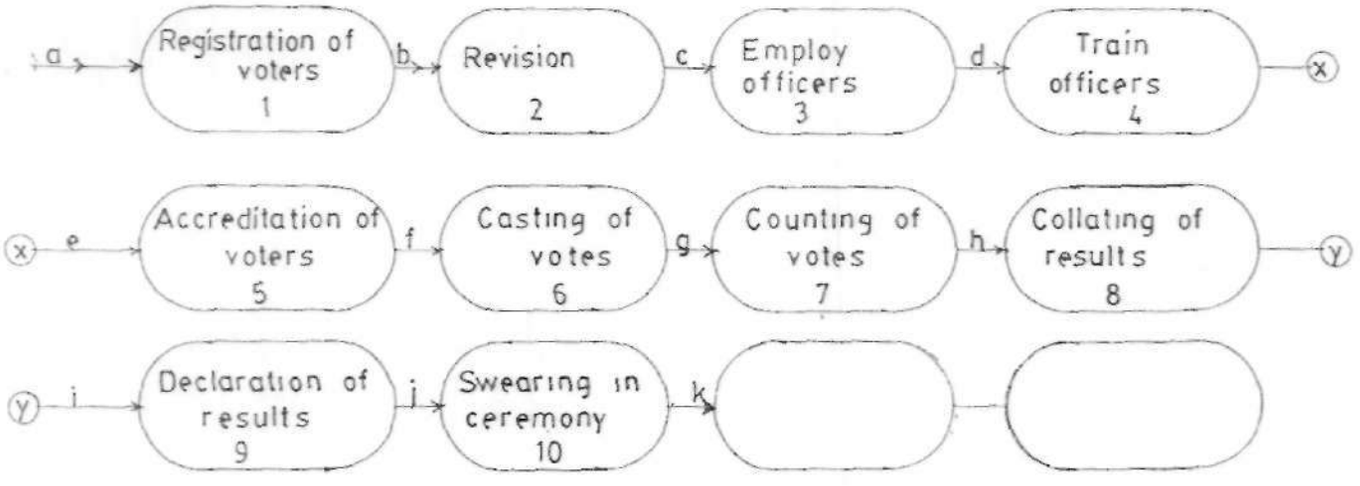
2.2.3 Application of Critical Path Method to Election Process

Election process before actualisation is better known as project. Project management entails the various techniques that are employed for the purpose of achieving optimum results. The optimum deliverables of this technique include financial control, effective planning systems, scheduling of work, coordinating and controlling of activities in order to achieve reduced cost and timely completion of job. For the effectiveness of completion of tasks associated with electoral process therefore, the researcher recalls that gantt chart and programme evaluation and review technique (PERT) form basic tools.

Both critical path method and PERT, attempt to find the largest time consuming path through a network of tasks as a basis for planning and controlling a project".[16] A project is divided into activities. The succesful completion of an activity, culminates in an event which either has a real or dummy predecessor. In the Electoral process, the project can be broken down

to registration of voters, revision of voters registers, employment of electoral officers, training of officers, accreditation of voters, casting of votes, counting of votes, collating of results, declaration of results, swearing of elected functionaires.

This can be illustrated by the following scheme:



An event represents a specific accomplishment of a task (physical or intellectual) and takes place at a particular instant of time and does not therefore consume time or resources".[17]

An activity represents what is to be done between the achievement of any two events. They are known as preceeding and succeeding events of the activity. An activity cannot be started until its preceeding event has been achieved. It may be in form of task, a management decision and makes use of time and resources.

Further analytical description of electoral network shows a realisation of activities critical to the project completion time, earlier completion of job etc.

Some of the electoral activities critical to the completion time from above include registration of voters, employment of officers, casting of votes and declaration of results.

2.2.4 Using Forecasting for Election Planning

The essence of planning is solely to achieve optimum result, irrespective of the area applied. Forecasting form the basis for planning electoral activities". Forecasting is delicate but useful in planning economic and political activities of a country".[18]

There are various types of forecasting among which are the judgemental approach, the time series and the econometric forecasting models. These techniques enable government to predict the consumption level of electoral materials to avoid wastes. Most important in this study is the problem posed by the use of fictitious population figure in the planning processes. Forecasting serves a good tool for estimating the population of a given polling centre, the number of vehicles, workers, security facilities required by a given geographical area. Forecastings are however made based on some number of probabilistic factors.

According to Enechi (1995), there is no perfection in forecasting nevertheless, with more expertise, better forecasting facilities and wider consideration of many factors, may make forecasting errors minimal.

2.3 CURRENT LITERATURES ON ELECTORAL PROCEDURES IN NIGERIA

During the colonial constitutional development representation of

Nigerians, the administration of the state was either by nomination done by the colonial government or a mere selection of representatives by the concerned region without due participation of every member of the public. Suffrage means right of citizens to vote in elections, referenda and plebiscites. "It took man several years of hard struggles to get suffrage enshrined in the various constitutions".[19] Some of the features of electoral procedures in Nigeria include:

(i) *Universal Adult Suffrage*

By this declaration, all citizens of the country are qualified to vote or be voted for provided the following conditions are satisfied:

(a) the age is 18 years and above

(b) for a candidate to be voted for in any elective position such a candidate must have a basic qualification as emphasized in the current electoral guidelines published by the National Electoral Commission.

(c) a candidate for an elective post must be medically fit and absolved by code of condut bureau. Appropriate clearance from various Commissions and Boards are additional requirements to enable the electoral commission take final decision on the presentation of the candidate for elections. Tax invaders and ex-convicts are not qualified to contest for elections. Special provisions are made for the disabled.

(ii) *Theory and Practice of Ballot System*

- During the first and second republic, the system of voting known and used in this country was the secret ballot system (SBS).

The essential features of the system were:

(a) provision of a voters' register containing the particulars of all enfranchised Nigerians who chose to register as voters;

(b) construction or availability of voting compartment (usually a public building like school);

(c) avaliability of a ballot box (or boxes) onto which would be pasted, the photograph of each of the candidates for the election;

(d) ballot papers on which had been printed the names and photographs of the contestants and their respective party symbols;

(e) at the polling venue, the presiding officer would accredit the voter and immediately hand him/her a ballot paper;

(f) the voter would go into the voting compartment or booth or a classroom, make a choice of a candidate and drop the ballot paper into the ballot box;

(g) at the end of voting, the ballot boxes would be collected and sent to the countring centre where the votes for the candidates would be counted oneafter the other and the results taken to a central collation centre where it would be announced.

The Secret Ballot System (SBS) was "bastardized as it was subjected to lots of manipulations and abuses".[20] Some of the anomalies encountered during the practice of the system include:

- the embarrassing rate at which party faithfuls became pregnant on the election day with ballot papers which are delivered unto boxes of the prefered candidate.
- election materials could be mutilated to ensure frustration of an opponent by obnoxious chemicals.
- ballot boxes disappearing in transit.
- the swapping of the various election results in favour of a favoured candidate.

All these manipulations and abuses of electoral process according to Chief Adebayo Oyero (1993) had led to rioting, arson and even complete breakdown of law and order as witnessed after the 1964 Federal elections or the West Regional elections of October 1965.

- During the Second Republic, Secret Ballot system (SBS) was retained but with modification of some of the features of the system. For instance, instead of separate boxes for each candidate, the use of a single box (or set of boxes) for all candidates was adopted. But manipulations of the ballot papers, falsifying election results by inflating the scores for a favoured candidate still persisted. The intervention of military supervision in the election of 1979 fared better. But it was however, a

return to the dark ages of electoral malpractice of the Second Republic in 1983. "The disputes that attended the outcome of these elections were, again one of the `raisond`etre'of the military's second coming in December 1983".[21]

Though this system was still used for Local Government elections because of some unavoidable handicaps of the electoral commission, a new system, the Open Ballot System (OBS) which avoided the pitfalls of the dreaded SBS was put in place. Some of the features of this system are given as follows:

(i) a voters' register containing names and particulars of the voters;

(ii) accreditation and documentation of accredited voters in the relevant forms;

(iii) the number of accredited voters should be less or equal to the registered voters;

(iv) open queueing of voters behind the candidates or behind the symbols of the party of their choice. There will be as many queues as there are candidates.

(v) physical counting of votes of voters on the queue for each candidate or party and instant documentation of same with appropriate authentication by witnesses (agents and securities);

(vi) collation of results at ward, local government through state to the national level depending on which elections are held. This became

a later facilitator to option A[4]. Though this system finally nipped the practice of manipulating election results in favour of one candidate in the bud, the intelligentia argued militantly against the system and they held that they found it repugnant to queue up in the open behind a candidate at an election. It was believed that the system was another disenfranchisement and called for a return to Secret Balloting. In response to this criticism, the Government approved the modified Open Ballot System (MOBS). By MOBS, a voter can now make his choice in secret and vote in public. Other features of the MOBS are

(i) using only one single queue for all the voters irrespective of the party loyality;

(ii) use of voting cards on which will be printed party symbols;

(iii) voting card container placed outside in the full view of all voters;

(iv) the ballot paper is to be thumb-marked by the voter in secret and such card is dropped in the full view of everybody.

The sorting, collation and declaration of results are adquately guided to ensure that there are no choas. The survival of democracy in a state like Nigeria depends on periodic elections. Election as Ezeadi (1990) puts it, is the period of selection and voting in of the people's representatives and the leaders into office by the electorates or voters. According to the dictate of the Nigeria constitution as guided by the Elelctoral

Commission. Electoral result declarations may evolve from any of the following electioneering concepts like simple majority, absolute majority (2/3), proportional representation, electoral college, constitutuency and any other balloting system.

The `LCM`of these systems and concepts is a guarantee of stable political atmosphere and an assurance of a conspicous strategic step towards the democratization and economic stability of the country.

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CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 INTRODUCTION

In the course of carrying out this study, the researcher administered questionnaires to electorates, local governments, state governments and federal agencies, commissions and boards charged with the responsibility of organising elections. "The aim of this exhaustive procedure is to detect most of the complexities which usually lead to chaos and instability in the handling of electioneering logistics".[1] The researcher was abreast with the concrete and specific indices (factors and signs) required for use in the investigation of the spread, strength and reliability of the existing electioneering logistics.

The researcher in addition to oral interviews, administered questionnaires which contained valid research questions. These questions were designed as close ended questions to guarantee a non-dichotomous consequence. These research questions are linked to the hypothesis and problem definitions as may be contained in this study. To ensure conformity and reliability of this instrument, the researcher carried out both field and central editing upon retrieval of the research instruments.

The responses in the questionnaires were appropriately scaled using the linkert and summated rating scales. These scales measure the degree of intensity or severity of agreement by the respondents to a statement that describes a situation, phenomenon, item or a treatment. This allows for

transformation of feelings into a seemingly interval or scale which is amenable to statistical analysis.[2] This technique even offers a better presentation of variables for chi-squared test of goodness of fit or test of dependency.

The scales come up in the form of agree-disagree for the linkert but for summated rating scale, values are attached to the agree-disagree. This makes conclusion easier to draw from the total value. The researcher in the drawing of the scales was conscious of the shortfalls which include the problem of validity and reliability especially when it lacks uniformity. On the otherhand, Guthman scale was not used for this study because of its non suitability owing to clumsiness and mixed situations.[3] However, its deriving formula for co-efficient of reproducibility (C of R) was used in determining the number of authentic questionnaires retrieved from respondents.

Co-efficient of Reproducibility C of R is given by

$$C\ of\ R = \frac{1 - Total\ errors}{Total\ respondents}$$

$$From\ this\ study,\ C\ of\ R = \frac{1 - Total\ unreturned}{Total\ returned}$$

A total of 500 questionnaires were administered to respondents out of which only 14, representing 2.8%, were unreturned. A total of 486 questionnaires constituting 97.2% were retrieved for this study.

The C of R therefore is 97 %

This result conforms with the rule, because as a matter of standard, the C of R for any valid research analysis should lie between 90% and 100%.

$$1 - \frac{14}{486}$$
$$0.97$$
$$97\%$$

3.1 RESEARCH METHODOLOGY

The descriptive research method was used in this study. This is one of the tools found appropriate for this study because of the probing and inferential nature of the method. This was used in ascertaining the necessary indicators and modalities for effective mobilization of resources towards achieving a hitch-free balloting through effective logistic management. The study was centred on the defunct National Electoral Commission.

The basis for this survey in the study of this nature is the `extraction`of the respondents`attitude, reaction towards the existing logistics in the National Electoral Commission and the mapping of such attributes on their demographic characteristics, perception and attitudinal patterns.

3.2 CHARACTERISTICS OF THE STUDY POPULATION

A survey research focuses on populations. Data are collected from the population for intensive study and analysis. Because of the inadequacies favoured by studying all the elements in the universe (population), the researcher selected

a sample from the population. since the researcher is only interested in some attributes of the population and their consequent reactions to electioneering logistics, " the careful manner of adopting a particular sample determines the

ability and strength of generalisation of the findings on the entire populations".
4

3.2.1 Population

The population considered for this study include all adults between 18 and 70 years. The spread cut across all voters and leaders of different educational, religious or social background. The choice of this sample is informed by the fact that electioneering logistics is a function of effective mobilization, channelization and distribution of resources and so the orientation of respondents plays a very vital role in assessing the situation. However, to get a fair assessment, opinion pools, workers in the appropriate agencies and commissions were reached.

It is worthy of note that up till the time of completion of this work, there was no voters register to actually authenticate the claims of most respondents. From investigations, a lot of `things`appear during registration of voters and revision of voters exercise. The researcher was, however,handy with the appropriate data files in the Federal Polytechnic, Idah, where most of the respondents were drawn from. A population sample frame of 500 people was drawn from the population cutting across eligible age, occupational, religious and social strata. These feature form the political correlates. Other attributes for a

study of this nature were considered favourably.

3.2.2 Sample Method Used

In most cases, statisticians insist that the strict rules of random

sampling must be adhered to validly generalise the findings of the population.5 In this study however, the researcher combined both heuristic and probabilistic approach.

The heuristic approach is the judgement of the researcher in selecting eligible respondents; while the probabilistic approach which deals with random sampling was used as systematic sampling. This means that some group of respondents were selected out of which about 500 people were drawn to form sample frame for the study. The choice of these two methods used as a combined model in this study is to cushion the inability of the researcher to ascertain the population base and profile of the respondents i.e. religious factors, sociological factors, economic factors some of which may not be revealable at first approach.

3.3 PROCEDURES FOR DATA COLLECTION

For proper collection of data, the researcher structured investigation panels in form of pilot study group with the aim of identifying variables, implications or consequences and their relationships to one another vis-a-vis attesting to the validity and reliability of the instrument. After the pilot study, some aspects of the instrument were adopted to the study. The final questionnaire used for this study contains questions soliciting answers. The procedure as used in this study is for the purpose of obtaining data to enable the researcher test hypotheses or answer research questions. Data by classification need to be generated.

Data are classified as either primary or secondary. Data can be described as the attribute of a particular entity. The tag `primary` or `secondary`explains the source of such information. Data analysis are handy with the merits and demerits of generating data from any of the two sources.

Primary Data

The researcher designed and administered questionnaires for the purpose of this study. Cost and other inconveniences associated with the technique were ignored because of the nature of the study. The questionnaire was structured and designed to contain close ended questions. The aim being to appropriately guide the respondent in making decision on this subject matter. The questionnaire has two segments. The first segment contains seven questions bothering on demographic attributes of the respondents and other socio-political correlates. The Part two of the questionnaire contains 46 questions with a combination of agree-disagree proposals and multiple answers to question technique.

In all, a total of 53 (fifty tree) research questions were structured devoid of dicotomy and openness to suit the research hypotheses and answer statement of problems formulated for this study.

Furthermore, oral interviews were adopted by the researcher to complement the above effort. The questions asked were those lacking in the questionnaire or generally some questions in the questionnaire of which a simple appraisal of agree-disagree may not X-ray completely. By this

complementing method, the researcher is exposed to clarifications on the assessment of the resources open to the National Electoral Commission towards achieving a hitch-free election.

Secondary Data

The researcher being conscious of the invaluable advantage of secondary source of information extracted secondary information (data) from textbooks, journals, newspapers, magazines, seminar and conference papers written, presented and circulated by the National Electoral Commission or other eminent scholars in political science and economics.

The advantage of this secondary source include convenience, reduced cost, associated travelling from one respondent to another but the deadly disadvantage is the likelihood of bias and incompatibility of the source with the purpose of a study of this nature.

3.4 ADMINISTRATION OF RESEARCH INSTRUMENT

A total of 500 research questionnaires were administered to the respondents out of which 486, representing 97.2% questionnaires, were retrieved. Only 14 respondents, representing 2.8%, did not return their questionnaires. Some of these respondents either refused to answer the questions and returned the questionnaires because of one reason or the other. "Some of the reasons, the researcher adduced, include:

(i) Fear of leaking official secret.

(ii) Fear of being intimidated by the Government.

(iii) Low political awareness.

(iv) Ignorance and conservatism on the part of the electorates.

(v) loss of questionnaires[6]

The researcher feels that a total of 486 (97.2%) questionnaires retrieved from the respondents is very adequate and conducive for a study of this nature. The basis for the validity of this assumption is that the co-efficient of Reproducibility (C of R) as computed in this study gave 97% which conforms with the standard for valid analysis.

The administration of the research instruments were carried out in the offices, classrooms, market places, churches, mosques etc.

3.5 TREATMENT OF DATA

In analysing the data gathered from this study, an exhaustive use is made of descriptive and inferential statistics. Since the study is on the appreciation, appraisal and critical assessment of the logistics for a hitch-free balloting, the researcher is interested in answering questions like how many?, how?, and what if? of the decision of the respondents.

Appropriate parameters are adjuged in the design and drawing of statistical estimation as a too distant assumption from reality might pose dangerous base for planning and logistics. To this end, simple frequency/percentage distribution and textual analysis were used for proper visualization of the questions and their responnses vis-a-vis their background.

For proper statistical appraisal of the data collected the following test statistics were used:

(i) Test of proportion (z-score)

$$Z_x = \frac{P - P_o}{\frac{\sqrt{P_0\,(1-P_0)}}{n}}$$

(ii) Chi-square test of goodness of fit

(iii) Chi-square test of dependency.

$$X^2 = \sum_{i=1}^{n} \frac{(o_i - E_i)^2}{Ei}$$

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CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.0 INTRODUCTION

This chapter deals with the presentation and analysis of the data collected for the purpose of this study. An inference drawn from the questionnaires administered on the respondents shows a shift in group returns and response. The presentation is therefore based on the demographic variables and other questions.

Five hundred (500) questionnaires were structured and administered but only 2.8% Fourteen (14) were unreturned. At the end of the retrieval, 97.2% (486) questionnaires were duly answered and returned for analysis. The Co-efficient of reproducibility (C of R) was computed on the development and was found to be above 90% (i.e about 97%) which lies between the 90% and 100% interval conformity standard.

Based on the development, the researcher found the conformity standard appropriate and so deemed the data collected from this source worthy of analysis.

4.1 CLASSIFICATION ACCORDING TO DEMOGRAPHIC CHARACTERISTICS

In order to determine, ascertain and reflect the demographic features of the respondents in the work, the researcher required the respondents to indicate some of these characteristics ranging from sex, age, marital status, educational qualifications, religion, occupation and latest position held.

These questions contain answer options. The questions and answer of the respondents are as presented and analysed in tables one (1) to seven (7).

TABLE 1

SEX DISTRIBUTION OF RESPONDENTS

Response	Frequency	Percentage
Male	*282*	*58*
Female	*204*	*42*
Total	***486***	***100***

Source: Complied by the researcher

In table one above, the respondent's indication of their sexes shows that 282, representing 58%, are males and 204, representing 42%, are females. The above systematic sampling favours this study since women, through Better Life Project, Family support Development and other women agencies and commission, have become politically conscious. Women are also equally seen in the various government. The researcher feels that 42% of their contributions to our electoral logistics is a positive development.

TABLE 2

AGE DISTRIBUTION OF RESPONDENTS

Response	Frequency	Percentage
18 - 30	*174*	*36*
31 - 45	*126*	*26*
46 - 60	*102*	*21*
61 and above	*84*	*17*

Total	*486*	*100*

Source: Complied by the researcher

From the above table, the age range of 18 - 30 years is made up of young and inquisitive voters and politicians. The group tops the list by 174, representing 36%. This is followed by 31 - 45 years group, with 126 representing 26%. Some of the group members are less aggressive than the first group but they can still be integrated and called youths. The new stratum evolved in most public opinion and criticism pools. They are mostly involved in job scheduling of NECON. They are involved as NECON workers, voters, aspirants and government appointees. The other group (46 - 60) represents 21% (102) while 61 and above (84) represents 17%. The last group appears the least but very active in decision making. Most of the logistics are designed and set for implementation by this group who are still in the civil service or are retired civil servants but practicing politicians.

To get the average age of the sample used for this study, the researcher used the grouped means formula:

$$x = \frac{\Sigma fx}{\Sigma f}$$

AVERAGE AGE OF RESPONDENTS

Class Interval	F	X	FX
18 - 30	*174*	*24*	*4176*
31 - 45	*126*	*38*	*4788*
46 - 60	*102*	*53*	*5406*
61 and above	*84*	*66*	*5544*
Total	***486***	***100***	***19914***

Source: Complied by the researcher

From the above table

$$\bar{x} = \frac{\Sigma fx}{\Sigma f}$$

$$= \frac{19914}{486} = 41 \text{ years.}$$

The average age of the sample drawn for this study is 41 years. This suggests that at the age, there is political maturity and whatever information given by the respondents will be treated with seriousness.

TABLE 3: EDUCATIONAL QUALIFICATIONS ATTAINED

Response	Frequency	Percentage
HND/B.Sc and above	*160*	*33*
Diploma	*47*	*10*
WASC	*103*	*21*
FSLC/Below	*176*	*36*
Total	***486***	***100***

Source: Compiled by the researcher

Majority of the respondents are illiterates (FSLC & below) 36%, followed by the graduates with 33%. This explains the disparity in awareness. If we collapse other responses into WASC/FSLC as being important to political awareness, then we have about 56% of Nigerians who are ill - educated and therefore not well informed about whatever logistic are to be mounted. An attempt to act according to their own interpretation would mean sabotage.

TABLE 4

RELIGION OF RESPONDENTS

Response	Frequency	Percentage
Christianity	*201*	*41*
Moslem (Islam)	*160*	*33*
Traditional	*89*	*18*
Others	*36*	*8*
Total	***486***	***100***

Source: Compiled by the researcher

The researcher has considered this factor because of its relevance to the political development of the country. Each of these religions has its own stronghold and determines the acceptance or rejection of candidates by sabotaging electoral processes or indulging in pre-election and post-election violence.

From the table above, the christian respondents summed up to 201 representing 41%. From investigation, the christians have several

denominations which cause havoc during the monitoring of strategies for mobilization of resources. For instance it may be difficult for people who belong to `other' religions like the Eckankar, Grail Movement, Amorc who simply represent 8% to compete with the vast majority who will go into re-channelling electoral materials, diverting motor vehicles or causing unnecessary delays in the polling booths.

Some moslem women equally forbid public appearance. This may mar some of the proposals made on queuing and de-queuing in electoral processes. With the 33% of moslems and some sympathizing traditionalists, a lot of abuse and harm could be done to queuing, routing and channelization or re-distribution of electoral materials.

TABLE 5

MARITAL STATUS OF THE RESPONDENTS

Response	Frequency	Percentage
Single	*214*	*44*
Married	*272*	*65*
Total	***486***	***100***

Source: Compiled by the researcher

The marital status of the respondent is an important demographic trait as it controls emotion, sociological or psychological dealings of voters, workers and the leaders. A nation with as high as 44% unmarried persons is likely to have high rate of thuggery and intimidation especially by the youths who

dominate this status. An investigation into the cross tabulation of marital status against age distribution shows that of all the respondents 18 - 30, only about 20% are married. The rest 80% constitute themselves into youth clubs, social clubs etc. The politicians use these bodies/organisations to frustrate whatever logistics evolved for effective mobilization towards a hitch-free balloting. The same group are involved by the commission in the movement of some of the required materials and the chances of mutilation or diversion is there.

The 56% who are married are not mostly interested in the planning or implementation but are into politics to exploit any loophole created by the commission.

TABLE 6

OCCUPATION OF THE RESPONDENTS

Response	Frequency	Percentage
Civil servants	*201*	*41*
Business	*111*	*23*
Students	*95*	*20*
Farmers	*79*	*16*
Total	***486***	***100***

Source: Compiled by the researcher.

Civil servants as used in this study encompasses all workers in the civil service, government parastatals, private and public liability companies etc. The total number of 201 (41%) civil servants responded to this questionnaire.

Their contribution is relevant since they make inputs from the ward, local government through state to the federal government. Most of the civil servants are employed occasionally by the National Electoral Commission to carry out one assignment or the other.

The business group which represents 23% are politically indolent and may not contribute meaningfully to any electoral logistics except contract desires and sponsorship of electoral malpractices.

The students on the other hand represent 20% of the population sampled. They constitute the core of public opinion and shape the political criticism of the country by the consistent blame on the government over abuse and neglect of some remote areas during political campaigns or elections.

The farmers are dominated by the illiterates representing 16% of the sampled population. Majority of them are perpetual voters who may not know whether it is disfranchisement for electoral materials to be diverted or destroyed or for elections to be delayed as a result of wrong routing by the transportation system used.

TABLE 7: LATEST POSITION HELD BY THE RESPONDENTS

Response	Frequency	Percentage
Appointed	*87*	*17*
Elected	*27*	*6*
Electorates	*372*	*77*
Total	***486***	***100***

Source: Compiled by the researcher.

Majority of the respondents (372) representing 77% are mere electorates. the researcher is satisfied with this development since the electorates are the people who suffer the inconveniences, delays, diversion of materials and scarcity of electoral materials. Their response in this study will help greatly in the solution to various problems that are currently bedeviling the planning and logistics of the electoral processes.

Only 87 representing 17% had been appointed into government offices and 27 representing 6% elected. Most of these people may not have experienced these jobs in the field or interfered with any electoral problem except reports sent in from different quarters.

4.2 CLASSIFICATION ACCORDING TO TEST OF HYPOTHESES

Keplers defined hypothesis as `whatsoever for the purpose of any demonstration, is taken for certain and demonstrated'. This is the same thing as describing hypothesis as a prediction or conjecture stated well in advance of observations, about what can be expected to occur under stated or given condition[1].

In this segment of the chapter, the hypotheses in this study are tested for its acceptance or rejection. The study contains six hypotheses bordering on autonomy of NEC, communication, staff, availability of materials and proper routing and security.

The hypotheses and the appropriate test statistics are carried out below.

HYPOTHESIS 1

The non-grant of regulatory autonomy to NEC is responsible for the inconsistency in planning and logistics.

In trying to test the above hypothesis, it is necessary to x-ray question 8 which dealt specifically on the autonomy of NEC.

Research Question 8

The grant of independence, functional and regulatory autonomy to electoral commission over the electoral logistics is a sine-qua-non to a hitch-free balloting.

Response	Frequency	Percentage
Strongly agree	*327*	*67*
Agree	*67*	*14*
Disagree	*32*	*7*
Strongly disagree	*60*	*12*
Total	***486***	***100***

Source: Compiled by the researcher.

In using the above simple frequency distribution, 67% strongly agrees with the proposal while 19% representing those who disagree and are strongly against the proposal. The researcher collapsed the response to two categories viz agree (strongly agree + agree) and disagree (strongly disagree + disagree). The agree category offers a total of 394 or 81% while the disagree offers 19%. Even though the disagree option has a very small percentage, they insist that if the autonomy is granted to NECON there will be abuse, fraud etc. While

the 81% are of the opinion that autonomy on regulation will remove and if possible cushion a lot of in-tricks always masterminded by the government and her agents.

Since the above distribution is not sufficient enough to enable us accept or reject the hypothesis, the chi-squared test of goodness of fit is illustrated as follows:

Frequency	*Categories*	
	Agree	*Disagree*
Observed	*394*	*92*
Expected	*243*	*243*

Source: Compiled by the researcher.

A moderation of the hypothesis will give the following states:

H_o: The non-grant of regulatory autonomy to NECON is not responsible for the inconsistency in planning and logistics.

H_a: The non-grant of regulatory autonomy to NECON is responsible for inconsistency in planning and logistics.

Decision criterium:

Case 1: Reject H_o and accept H_a

If X_2^2 calculated > X_2^2 critical (table)

Case 2: Accept H_o and reject H_a

If X_2^2 calculated < X_2^2 critical (table)

Conclusion: Since X^2 calculated is greater than the X_2^2 critical value, we

$$x^2 = \frac{n}{z} \frac{(O - E)^2}{E}$$

where o is observed frequency

E is expected frequency

By substituting in the values;

$$X^2 = \frac{(394 - 243)^2}{243} + \frac{(92 - 243)^2}{243}$$

$$X^2 = \frac{22801}{243} + \frac{22801}{243}$$

$$X^2 = 93.83 + 93.83$$

$$X^2 = 187.66$$

X^2 *critical value with* df_z *at* 0.05 *level of significance is* 5.99.

We therefore reject the null hypothesis and accept the alternate hypothesis that the non-grant or regulatory autonomy is responsible for inconsistency in planning and logistics.

HYPOTHESIS 2

The poor communication arrangement is responsible for the inadequate security systems which strangulates effective logistic management.

For the above hypothesis, the following research questions are worthy of consideration. Questions 18, 19, 20 bordering on communication and questions 33, 34, 36, 37, 38 concerning security and its effectiveness shall be considered for the above hypothesis.

Question 18

Which of the following communication gadgets were provided in your area for

monitoring and coordination of electoral processes?

Response	Frequency	Percentage
Radio message	*162*	*33*
Walky talkie	*80*	*16*
Telephone	*175*	*36*
Fax	*9*	*2*
None of the above	*60*	*13*
Total	***486***	***100***

Source: Complied by the researcher.

From the above table, it is very clear that the electorates depend on radio broadcast and telephone where installed to get information regarding the electoral arrangement. Most NECON workers agreed that readily information are passed from one zone or state to the other using either radio message or telephone. Some of the respondents who do not have access to all these facilities stayed in their houses and depended on whatever is circulated by party officials or thugs as the case may be.

Even if these facilities are available, with the level of illiteracy in the country, how many people can operate or really handle these equipment?

Question 19

How would you rate the communication network existing between NECON boss through electoral officers to presiding officers and polling clerks?

Response	Frequency	Percentage

Response	Frequency	Percentage
Very efficient	*93*	*19*
Efficient	*136*	*28*
Not efficient	*205*	*42*
Poor	*52*	*11*
Total	***486***	***100***

Source: Compiled by the researcher.

From the above distribution, there seem to be a very big communication gap between the electoral boss and the subordinates. The table shows that 205 (42%) of the respondents are dissatisfied with the communication arrangement.

In collapsing the above response into two categories, we obtain the following:

Efficient (Position)	*229*	*47%*
Inefficient (Negative)	*257*	*53%*
Total	***486***	***100***

Source: Compiled by the researcher.

This further explains why instructions and directives are not implemented as at and when due and by the appropriate authorities.

There are adequate and efficient communication gadgets for security reinforcements.

Response	Frequency	Percentage
Strongly agree	63	13
Agree	100	21
Disagree	230	47
Strongly disagree	93	19
Total	486	100

Source: Complied by the researcher.

The researcher collapsed the responses to two categories:

Agree	163	34%
Disagree	323	66%

From the above table, there are no adequate and efficient gadgets for security reinforcements. Sixty-six percent (66%) assessed this weakness as a major blow to effective logistic management. Majority who made this claim are civil servants who are usually employed by NEC to carry out AD-HOC assignments.

Question 32

The security mounted for the electoral process is adequate.

Response	Frequency	Percentage	
Strongly agree	300	62	85
Agree	100	23	
Disagree	22	4	
Strongly disagree	54	11	15
Total	486	100	

Source: Compiled by the researcher.

From the above table, about 85% agreed that the security mounted for the electoral process is adequate. The researcher supports this claim because aside from Governme security, there are party agents, candidate's agents, orderly and other observers. All pu together are enough security.

Question 34

Which of the following security agents do you notice during elections in your area?

Response	Frequency	Percentage
Uniform policemen	314	65
Plain cloth (detectives)	14	3
S.S/Military Intelligence	87	18
Scout/Boys Brigade/Corpers/WAI Brigade	71	14
Total	486	100

Source: Compiled by the researcher.

Uniform policemen are mostly used during elections. The table above shows that 65% of the respondents identified the security agents followed by scout and others. For this, the problem that comes to mind immediately is the using of uniform policemen and scout who are already familiar with the ward or the area where the election is taking place for security surveillance. These policemen can easily be bribed to change certain developments in favour of one clique or the other.

Question 36

How would you rate the level of security surveillance during elections?

Responses	Frequency	Percentage
Very high	50	10
High	321	66
Low	115	24
Total	486	100

Sources: Compiled by the researcher.

From the table above, the security surveillance is high during elections. A further investigation shows that most of the respondents with this option live in major towns and cities where the Federal Government always sends enough security for the purpose of elections. In the rural areas however, the level of security consciousness is low not to talk of surveillance which is a more ardous task.

Question 37.

Most of the security agents connive with the desperate politicians to sabotage the mounted logistics.

Responses	**Frequency**	**Percentage**
Strongly agree	326	67
Agree	112	23
Disagree	43	9
Strongly disagree	5	1
Total	486	100

Source: Compiled by the researcher.

By collapsing the response into two categories;

Agree	438	90%
Disagree	48	10%

Majority of the Nigerians as demonstrated by the respondents do not have trust in the Nigeria security agents. Ninety percent (90%) of the respondents agree that the security agents abuse and sabotage the electoral logistics. The 10% disagreement could be from some of the security agents themselves who were involved in the study or other conservative Nigerians.

Question 38

Adequate security infrastructures are readily available to counter any sabotage during elections.

Responses	**Frequency**	**percentage**
Strongly agree	25	5)
		) 35
Agree	148	30)
Disagree	211	44)
		) 65
Strongly disagree	102	21)

Response	*Frequency*	*Percentage*	
Strongly agree	*25*	*5*	*)) 35*
Agree	*148*	*30*	*)*
Disagree	*211*	*44*	*))65*
Strongly disagree	*102*	*21*	*)*
Total	***486***	***100***	

Source: Compiled by the researcher.

From the above table, the infrastructures are not readily available to counter any sabotage. Sixty-five percent (65%) of the respondents disagreed with the fact that infrastructures are available to counter sabotage. In most places, delay in arrival of electoral materials or the personnel in charge might generate chaos and mar the elections. Such development usually develop into cancellation of results, intimidation, petitions, court hearings and unhealthy relationship.

For test of hypothesis 2, only two questions one in each case from security and the other from communication is considered.

Thus, a proper test of hypothesis 2 will be based on collapsing question 20 and 38 and obtaining mean response viz:

		Question 20	**Question 38**	**Total**	**Average**
Q. 20	*Agree*	*163*	*173*	*336*	*168*
	Disagree	*323*	*313*	*336*	*318*

Therefore;

Frequency	*Categories*	
	Agree	*Disagree*
Observed	*168*	*318*
Expected	*243*	*243*

Source: Compiled by the researcher.

A moderation of the hypothesis will give the following states;

H_o: The poor communication arrangement is not responsible for the inadequate security systems which strangulates effective logistics management.

H_a: The poor communication arrangement is responsible for the inadequate security which strangulates effective logistic management.

Formula: $x^2 = \sum_{i=1}^{n} \frac{(O - E)^2}{E}$

where o is the observed frequency

E is the expected frequency

$$X^2 = \frac{(168 - 243)^2}{243} + \frac{(318 - 243)^2}{243}$$

$$X^2 = \frac{5625}{243} + \frac{5652}{243}$$

$$X^2 = 23.14 + 23.14$$

$$X^2 = 46.24$$

But X^2 *critical value with* ^{d}fl *at* 0.05 *level of significance is* 3.84.

Decision criterium:

Case 1: Reject H_o and accept H_a

If X_2^2 calculated > X_2^2 critical (table)

Case 2: Accept H_o and reject H_a

If X_2^2 calculated < X_2^2 critical (table)

Conclusion: Since X^2 calculated is greater than the X_2^{df2} critical value, we therefore reject the null hypothesis and accept the alternate hypothesis that the poor communication arrangement is responsible for the inadequate security system which strangulates effective logistic management.

HYPOTHESIS 3

The unco-operative attitude of various bodies, commissions and agencies is responsible for the poor routing and mobilization of the

electoral materials at the grassroots.

Before a test of the above hypothesis, the following research questions are analysed and the implication of each category of response x-rayed. These questions 26, 43, 45 and 46.

Question 26

Proximity is adequately taken into consideration in the design of structures for distribution of electoral materials through each zonal, state, local government to the wards and polling booths.

Response	Frequency	Percentage
Strongly agree	*98*	*20*
Agree	*205*	*42*
Disagree	*170*	*35*
Strongly disagree	*13*	*3*
Total	***486***	***100***

Source: Compiled by the researcher.

Majority (303) representing 62% agreed with the above proposal. The emaining 38% who disagreed may be nursing dissatisfaction with the mplementors of the design. It is a fact that the Commission takes into :onsideration the location of wards and polling booths in judging its distribution :hannels.

Question 43

There are succinct recordings of population parameters by the National Population Commission (NPC) to enable the NEC make its plan for the estimated

population.

Response	Frequency	Percentage
Strongly agree	*101*	*20*
Agree	*92*	*19*
Disagree	*168*	*35*
Strongly disagree	*125*	*26*
Total	***486***	***100***

Source: Compiled by the researcher.

The above table presents a visual representation of public opinion on the performance of the Population Commission. The National Electoral Commission lacks population data from where other agencies or commissions can make estimates. Such estimation is necessary as it will be of immense benefit to the commission in creating more polling stations, supplying the correct number of electoral materials required by the electorates and the general arrangement for security surveillance.

Majority of the respondents (293) representing 61% of the sampled population confirm this laxity on the part of the Population Commission. The remaining 39% who, on cross tabulation, are found to be businessmen and farmers, agreed with the proposal. This group may not understand the work measurement evaluation of the Population Commission in relation to the population data they are supposed to supply to the Electoral Commission.

Question 45

The role of tribunals and courts of law in electoral processes has merely relegated the integrity of the Commission to the background.

Response	Frequency	Percentage
Strongly agree	*211*	*43*
Agree	*121*	*25*
Disagree	*45*	*9*
Strongly disagree	*109*	*23*
Total	***486***	***100***

Source: Compiled by the researcher.

From the above table, a total number of 332 respondents, representing 65% of the sampled population, expressed bitterness on the role of tribunals and courts in the electoral process. In the country today, there is hardly any election that does not host pre-election tribunal or court cases and atimes, the Commission is dragged to court over one declaration or the other. There are so many cases in point. The Commission could be ordered by the courts or tribunals to restore screening rights to a candidate contrary to the views of the Commission. A recent case in point is the annulment of election, court injunctions restraining the Commission from declaring electoral results etc. This development does not make for fair election.

QUESTION 46

How would you assess the co-operation existing among the various bodies,

agencies and commissions and National Electoral Commission?

Responses	Frequency	Percentage
Very cordial	60	12
Cordial	27	6
Not cordial	182	37
Bureaucratic	217	45
Total	486	100

Source: Compiled by the researcher.

Most of the problems of the National Electoral Commission stem from the unco-operative attitude of other bodies, agencies and commissions; most of which are supposed to supply relevant information to enable the Commission plan, coordinate and regulate the logistics required for a hitch-free balloting.

The table above shows that of the population studied, only 87, representing 18% of the population sample, felt that the bodies co-operate. Majority (82%) who may have witnessed the relationship claim that the relation apart from not being cordial, is also bureaucratic. Most of its logistics usually end up in letters and communiques issued to the appropriate quarters in anticipation of their co-operation which never comes.

To test hypothesis 3, only question 46 is the most appropriate. A moderation of the hypothesis for testing is given in the following states:

Ho: The unco-operative attitude of various bodies, commissions and agencies is not responsible for the poor routing and mobilization of the electoral materials to the grass roots

H_a: The unco-operative attitude of various bodies, commissions and agencies is responsible for the poor routing and mobilization of the electoral materials to the grassroots. Using chi-square distribution for test of goodness of fit:

Response	Frequency	Percentage
Very cordial	*60*	*121.5*
Cordial	*27*	*121.5*
Not cordial	*182*	*121.5*
Bureaucratic	*217*	*121.5*
Total	***486***	***486***

Source: Compiled by the researcher.

Using the formula

$$X^2 = \sum_{i=1}^{n} \frac{(0 - E)^2}{E}$$

where o is the observed frequency

E is the expected frequency

$$X^2 = \frac{(60 - 121.5)^2}{121.5} + \frac{(27 - 121.5)^2}{121.5} + \frac{(182 - 121.5)^2}{121.5} + \ldots$$

$$= 31.12 + 73.5 + 30.13 + 75.06$$

$$= 209.82$$

But X^2 *critical value with df* $(R-1)(c-1) = (4-1) \times (2-1) = 3$ *at* 0.05 *significance level* = 7.81.

Decision criterium

Case 1 : Reject H_o and accept H_a

If $X^2_{df} = 3$ calculated $> X^2_{df} = 3$ critical (table)

Case 2 : Reject H_a and accept H_o

If $X^2_{df} = 3$ calculated $< X^2_{df} = 3$ critical (table)

Conclusion: Since X^2 calculated is greater than X^2_{df3} critical value, we therefore reject the null hypothesis and accept the alternate hypothesis that the unco-operative attitude of various bodies, commissions and agencies is not responsible for the poor routing and mobilization of the electoral materials to the grassroots.

HYPOTHESIS 6

More than 60% of the electorates believe that the abuse of maintenance culture and the corrupt electoral arrangement is responsible for the inefficiency in the National Electoral Commission.

In providing the above hypothesis, the following research questions i.e question 17, 24 and 10 need to be analysed. Question 17 was meant to assess the maintenance culture of NECON while questions 24 and 10 specifically probed the corrupt electoral arrangements. "The above hypothesis is a compound one bound by an AND logical connector".[2] The said hypothesis contains two sub-hypotheses. Each of the sub-task must be true before an acceptance. if either of them is false or both the hypothesis stands rejected.

Question 17

How would you assess the maintenance culture of NECON facilities?

Response	Frequency	Percentage
Very good	*63*	*13*
Good	*145*	*30*
Fair	*162*	*33*
Poor	*80*	*16*
No idea	*36*	*8*
Total	***486***	***486***

Source: Compiled by the researcher.

The response from the above table when collapsed into good (comprising of very good and good) and fair (comprising of fair and poor) the following results emerge:

Good 208 representing 43% supports their maintenance culture;

Fair 242 representing 49% disagree with the maintenance culture;

The 36 representing 8% who indicated they had no idea is treated as missing cases and therefore not used in further analysis.

From the results gathered and other investigations carried out by the researcher, shows that NEC like every other Government Department treats its equipment or property with levity. The improper maintenance manifest during the peak of elections as break down of motor vehicles, malfunctioning of telephones/telex or faulty boats etc constitute a very complex delay in the early

delivery of materials.

Question 24

Do you think that proper alternative arrangement is made in case the electoral materials are misplaced, misdirected or lost?

Response	Frequency	Percentage
Yes	*178*	*37*
No	*294*	*60*
No idea	*14*	*3*
Total	***486***	***486***

Source: Compiled by the researcher.

From the above table, majority of the respondents (60%) did not agree that alternative arrangements are usually made in case of misplacement or diversion. This deficiency will attract corrupt electoral arrangements. The impatient electorates might forment trouble depending on who their suspects are. The 14 respondents who admitted no idea are treated as missing cases and therefore not used for further analysis.

Question 10

The inactiveness of our electoral umpires stem from our greed and institutionalization of ethnicism, religious bigotry and bribery.

Response	Frequency	Percentage
Strongly agree	*212*	*44*
Agree	*132*	*27*
Disagree	*62*	*13*
Strongly disagree	*80*	*16*
Total	***486***	***100***

Source: Compiled by the researcher.

From the table above, majority of the respondents (344) representing 71% of the sampled population agreed that the above ills posed in question 10 "is very dangerous to the planning and implementation of election process in the country".[3] The remaining 142 representing only 29% do not see it same way. Upon cross-tabulation of their views with occupation and qualification, the study further revealed that majority of this category are either businessmen or civil servants who never benefited as political aspirants or political appointees and are below Ordinary National Diploma (OND) in qualification.

When the responses in questions 24 and 10 are collapsed into `YES'and `NO',the following appears:

	Question 24	Question 10	Total	Average
YES	*178*	*344*	*522*	*261*
NO	*294*	*142*	*436*	*218*

Source: Compiled by the researcher.

The combine results of the two questions are slated for corrupt electoral arrangement.

Using z-score test of proportion,

$$Zx = \frac{P - P_o}{\frac{\sqrt{P_o\,(1 - P_o)}}{n}} \qquad (I)$$

where

P = *Proportion who supports* H_o

P_o = *Probability for* H_o *acceptance*

n = *Sample size*

Substituting into (I) from table for question 17

Yes = 208

No = 242

Total = 450

$$P = \frac{208}{450} = 0.46$$

$$P_0 = 0.60$$

$$n = 450$$

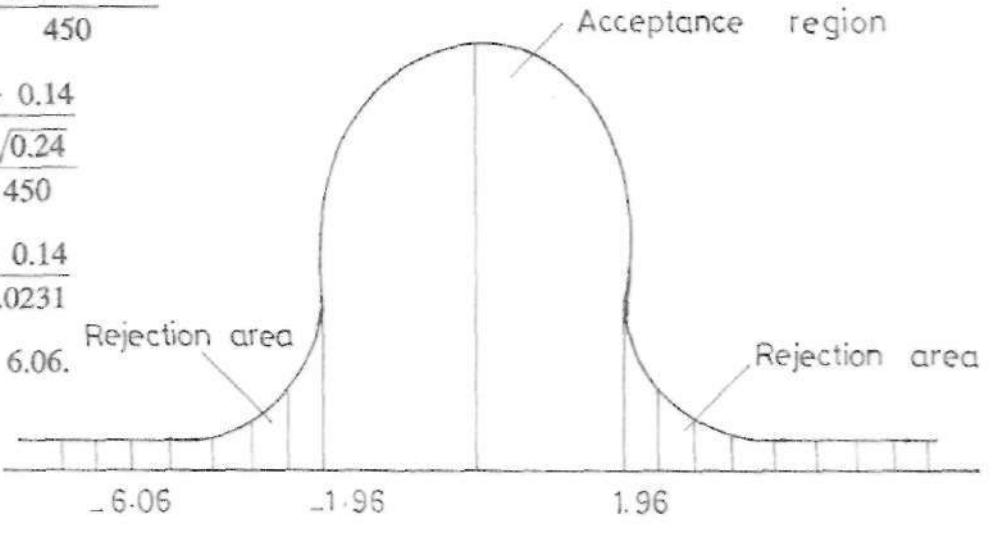
$$Z = \frac{P - P_o}{\sqrt{\frac{P_o\,(1 - P_o)}{n}}}$$

$$= \frac{0.46 - 0.60}{\sqrt{\frac{0.60\ (1 - 0.60)}{450}}}$$

$$= \frac{-\ 0.14}{\sqrt{\frac{0.60\ x\ 0.40}{450}}}$$

$$= \frac{-\ 0.14}{\sqrt{0.0231}}$$

$$= -\ 6.06.$$



The moderation of the sub-hypothesis is given in the following states:

H_o: The abuse of maintenance culture is responsible for the inefficiency in NEC.

H_a: The abuse of maintenance culture is not responsible for the inefficiency in NEC.

Case 1: Reject H_o and Accept H_a

If $Zx > Z$

Case 2: Accept H_o and reject H_a

If $Zx < Z$.

Since the Zx = - 6.06 which is less but lies outside the range of Z = ± 1.96, we therefore reject the null hypothesis that the abuse of maintenance culture is responsible for the inefficiency of NEC.

Using the same z-score test of proportion for the abuse of electoral arrangements.

$$Zx = \frac{P - P_o}{\frac{\sqrt{P_o\,(1 - P_o)}}{n}}$$

$P_o = 0.60$

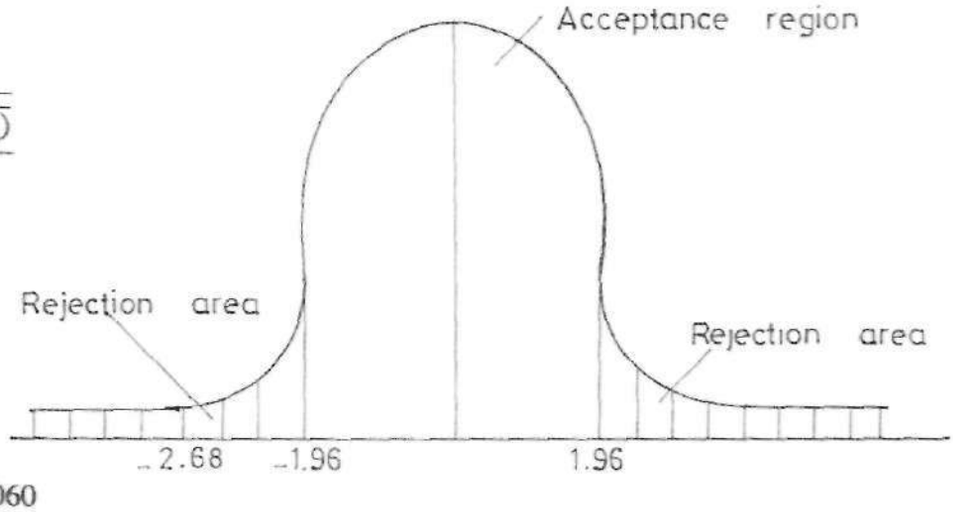
$P = 0.54$

$n = 479$

By substitution

$$Zx = \frac{054 - 060}{\frac{\sqrt{0.60\ (1 - 0.60)}}{479}}$$

$= - 2.680.$



Decision Rule:

Case 1: Reject H_o and accept H_a

If $Zx > Z$

Case 2: Accept H_o and reject H_a

If $Zx < Z$.

Since the $Zx = -2.68$ which lies outside the range of the acceptance region, we therefore reject the null hypothesis that the corrupt electoral arrangement is responsible for the inefficiency of NEC.

From the two sub-hypotheses tested, it is evident that majority of Nigerians (over 60%) are still optimistic that various abuse of electoral procedures notwithstanding, the commission should get involved in a more serious plan toward the handling of electoral processes.

Since the two sub-hypotheses are rejected, the main hypothesis is therefore rejected.

It therefore means that not more than 60% of the electorates believe that the abuse of maintenance culture and the corrupt electoral arrangement is responsible for the inefficiency in the National Electoral Commission.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

It is surprising that after Nigeria had won independence on the platter of constitutional joggling of words, it cannot up till today evolve a political system that would ensure the sustenance of the country[1]. So many intrinsic factors have been traced to this political stalemate. The chief reason is the poor electoral arrangements with the attendant political instability that guarantees no peace.

In line with the above, the researcher carried out this study with a view to establishing electoral logistic components and their integration towards achieving a hitch-free balloting. The National Electoral Commission (NEC) which is the case study in this work was so choosen because of its peculiar role of coordinating and overseeing electoral activities towards achieving a free and fair election. By definition therefore, it is a public agency. Weje opines that "nearly every analysis on the performance of public agencies have focused on efficiency. Efficiency is seen as a sine-qua-non for the existence of public cooperation. Any corporation that does not attain a certain level of efficiency has no justification to exist.[2]

The major components required for effective logistics management include transport and its network, communication and its adaptive network topologies, security and the intricacies, stock of electoral materials, procedures

for disbursement through different distribution channels using the appropriate strategies and funding. The researcher administered well-structured close ended questions in form of questionnaires. These instruments were retrieved and relevant information collated and classified according to the hypotheses and the reliability of the responses to the various logistic units. The hypotheses, based on selected responses of research questions, were analysed using two statistical tools namely chi-squared test of goodness of fit and z-score test of proportion.

The study revealed some factors militating against effective logistic management. Some of these factors include poor communication facilities and the attendant network, poor transportation facilities and convoluted routing and scheduling system, improper management of stock, ineffective mobilization of the staff coupled with the various interference by tribunals, law courts and government in the regulation of electoral processes. The researcher notes that "Case studies never prove anything, their purpose is to illustrate generalizations which are established otherwise or to direct attention towards such generalization" (Eckstein 1960). For the sake of National Electoral Commission, the efficiency deals with logistic components under study viz-a-viz a probe of the input and output variables. "The following ratios according to Prof. Ademolekun could be used to measure efficiency:

(i) *Output generated: resources generated;*

(ii) *Actual activities performed: resources expended;*

(iii) Objectives attained: activities performed".[3]

5.2 CONCLUSION

The Government, Commission, Boards and Agencies concerned with electoral planning, management and administration should endeavour to live up to expectation. This is because the trouble aggravated by uncoordinated electoral process can lead to instability. The situation gives rise to deaths, destruction and looting of properties. According to the Honolulu Advertiser, "almost 170 million men, women and children have been shot, beaten, tortured, knifed, buried, starved, frozen and crushed to death by either security forces or political thugs on the pretence of maintaining peace during the electoral crises all over the continent since the last century".[4] It is as though our specie have been devastated by a modern black plague. These problems are caused by ill-organised electoral processes.

This work by the nature of the researcher's approach does not in any way suggest a finality. Other modelling techniques may still be used for the purpose of identifying some of the weak component units and the possible re-integration to achieve a hitch-free result which will guarantee an appreciable level of rated efficiency.

5.3 RECOMMENDATIONS

The behaviour of Nigerians is the political process, both the leaders and the led has been a largely negative one. The very low level of education and therefore low consciousness of the people have made them very vulnerable to

the fraudulent manipulations of the politicians, government agents and other dominant group in the society.[5] The above view notwithstanding, the researcher is of the opinion that if the following recommendations are meticulously followed or reviewed as the case may be, then the electoral process will certainly evolve a meaningful result.

(i) Regulatory Autonomy

The National Electoral Commission (NEC) plays a very sensitive role in the political development of the country. But political interference affects the performance of most public agencies like NEC. In the NEC it manifests in the form of the government and its agents exceeding their bounds of statutory powers to influence highly administrative but sensitive issues which were meant to be within the competence of the staff. This diverts the commission's policy, and purpose of establishments and above all de-regulates the inter-relatedness of the organisational profile of NEC.[6]

The researcher suggests that the commission be given the regulatory control of finance, by keeping consolidated account and power to arbitrate over all electoral petitions and injunctions. From past records, the government's direct participation in the activities of the commission has caused a lot of frustration, anxiety and embarrassment to the electorates. This can be seen in the bureaucratic disposal of proposals made to the government by the commission. A situation where election results are declared and later nullified or re-scheduled is not healthy for a developing country like Nigeria.

(ii) Staff and Role Play

The way the government and the commission `hire and fire' staff for various jobs in the commission does not augur well for continuity of electoral policies. Majority of the staff may not be versatile in the various logistics before they are moved to the fields.

The commission should endeavour to employ at least a permanent staff at the ward level. This will greatly bridge the information gap created by the old method. Such staff should be regularly briefed and allowed to attend seminars or workshop especially where simulation sessions of electioneering logistics are demonstrated. During such period, topical issues like stock, security of materials, replacements, distributing channels and scheduling activities should be discussed exhaustively and the appropriate documentations tendered for future reference. This measure will afford every worker in the commission the opportunity to know some of the rules, regulations and modalities for swapping any distribution channel or strategy.

(iii) Transport and its Network

Most of our roads are not motorable while some towns are either `land locked or river locked'. This development stems from our poor geographical landscape. The situation is responsible for late delivery of electoral materials and personnel. Very strong and rugged motor vehicles should be provided for the bad roads while boats or helicopters may be the only alternative in the riverine areas.

This will definitely reduce unnecessary delay and discourage party thugs from diverting or seizing electoral materials before they arrive at their destinations.

(iv) Political Instability

Political and religious instabilities have really paralysed electoral logistics. Every electoral arrangement has either a religious or political undertone. The frequency of this deadly trait has contributed poorly to the management of electoral logistics.

Human right activities/foreign media are also responsible for various abuses or electoral processes.[7] The absence of constructive criticism at times does not help matters. The government should step up security and involve the Federal Ministry of information and other subsidiary agencies like National OrientationAgency Agency to ensure that the grassroots are properly mobilized towards any new system. The electorates, for instance, are supposed to be abreast with the features of any electoral process before its implementation. The NEC should equally organise public lectures. This will greatly reduce tension and `righten'some of the `uncultured'criticisms put forward by the activities and the foreign media.

(v) Co-operation with other Bodies

The National Electoral Commission should co-operate with other Commissions and Agencies whose roles are complementary in the electoral job performance. The Boundary Adjustment Commission helps in providing

adequate data for delineation of the country into constituencies, wards based on land area. The National Population Commission helps in the determination of the population size of the country. This guides the NEC in the determination of the quantity of stock required during the elections and delineation of the country, state or local government into various units for the purpose of population consideration. "The Public Complaints Commission also helps in facilitating the screening and clearance exercise of the aspirants.[8]

The National Population Commission plays a very dominant role in the prediction of the country's population, qualified electorates and other social political correlates. The NEC by virtue of its establishment is responsible for undertaking periodical enumeration of the population and maintenance of a machinery for continuous and universal registration of births and deaths throughout the Federation.

For instance, a very simple population prediction formula is given by

$$TP = TB - ID + TI + TE$$

Where TP is total population

TB total birth

TD total death

TI total immigrants

TE total emigrants

(iv) Communication

The government should install proper communication gadgets and

network with the appropriate topologies. This will surely help in the diversification of electoral and security matters during the elections. Radio message, walky talkie, mobile telephone and telex represent the utmost convenience in communication. Rural areas where some of these installations are impossible, a very good transport arrangement should made to link up the nearest zonal or state capitals.

(vii) Others

Multiple server queue should be adopted for voting and accreditation. This will certainly enhance faster service modality and nip in the bud all electoral queue indiscipline like balking, reneging, jockeying arising from the long waiting line.[9]

The Option A^4 and Modified Open Ballot System as adopted and implemented by NEC during the last elections should be strictly adhered to either during inter or intra political party elections. The system avoids muddling of electioneering logistic management.

The role of the National Directorate of Civil Registration is noteworthy. The Directorate is charged with the responsibility of issuing Nigerian citizens with identity cards. The identity cards which is envisaged to contain particulars like name, place of birth, date of birth etc will definitely be very useful in deciding who votes during any elections. It is also expected that the National Electoral Commission co-operates with the Directorate by ensuring that offices created reflect the delineation already done. This system when

fully implemented on will be of immense benefit to the country. It will reduce cost of registration and revision of voters register and ensure a logical and effective voting procedure devoid of ill-manipulations.

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APPENDIX 1

Department of Business Administration

Faculty of Administration

Ahmedu Bello University

Zaria.

5th August, 1995.

Dear Sir/Madam,

Questionnaire for Research Project

I am a postgraduate student of Ahmedu Bello University, Zaria and currently carrying out an academic research work on

"Achieving a Hitch-free Balloting Through Effective Logistics Management: A Case Study of National Electoral Commission (NEC)".

I shall be very grateful if you can answer these research questions using the appropriate code keys as contained in the questionnaire to enable me have a purposeful study.

All necessary information provided shall be treated with utmost confidentiality.

Thanks you for your co-operation

Yours faithfully

Oguche **Matthew Opaluwa**

Part One

1. Sex: [ ] Male [ ] Female
2. Age: 18 - 30 [ ] 31 - 45 [ ] 46 - 60 [ ] 61 and above [ ]
3. Marital Status: [ ] Single [ ] Married
4. Educational qualification attained: FSLC and above [ ] HND/B.Sc and above [ ] Diploma [ ] WASC [ ]
5. Religion: Christian [ ] Moslem [ ] Traditional [ ] Others [ ]
6. Occupation: Civil servant [ ] Business [ ] Student [ ] Farmer [ ]
7. Latest position held: [ ] Appointed [ ] Elected [ ] Electorate

Part Two

1. The level of literacy, political awareness and consciousness has growth to match our political demands in the country.

   [ ] SA [ ] A [ ] D [ ] SD

2. The inconsistency in the political system (undemocratic democracy) in Nigeria is responsible for the low performance of Electoral Commission.

   [ ] SA [ ] A [ ] D [ ] SD

3. The Universal Adult Suffrage adopted in Nigeria allows for a voting pattern which is a representative of the population.

   [ ] SA [ ] A [ ] D [ ] SD

4. Experience from the pre-colonial elections has helped greatly in the management of elections and electoral logistics in Nigeria.

   [ ] SA [ ] A [ ] D [ ] SD

5. The political instability in the country hampers the electoral logistics.

[ ] SA [ ] A [ ] D [ ] SD

6. Government interference in the management of political parties and Electoral Commission is a sabotage to a hitch-free balloting.

[ ] SA [ ] A [ ] D [ ] SD

7. Power of incumbency is one of the key factors militating against the free flow of electoral policies.

[ ] SA [ ] A [ ] D [ ] SD

8. The grant of independence, functional and regulatory autonomy to electoral commission over the electoral logistics is a sine-qua-non to a hitch-free balloting.

9. Which of the following system would recommend for the country..

Open ballot system [ ] Modified open ballot system [ ] Secret ballot system [ ]

10. The inactiveness of our electoral umpires stem from our greed and institutionalization of ethnicism, religious bigotry and bribery.

[ ] SA [ ] A [ ] D [ ] SD

11. Which of the following electoral anomie was most noticed in your area during the recent elections.

1 Compilation of fictitious names [ ]

2. Falsification of election results [ ]

3. Deliberate refusal to supply electoral materials [ ]

4. Seizure of electoral materials [ ]

12. Which of the following ranked highest in your opinion among election violence in your area.

    1. Intimidation of the electorates [ ]
    2. Murder [ ]
    3. Character assassination [ ]
    4. Propaganda [ ]
    5. Destruction and looting of properties [ ]

13. How would you apportion blame on the inconsistency of our electoral process.

    1. Method of elections [ ]
    2. Attitude of voters [ ]
    3. Attitude of political party agents [ ]
    4. Attitude of security personnel [ ]

14. The lean resources made available by the government for the management of electoral processes is a contributing factor to the inefficiency of the electoral commission.

    [ ] SA [ ] A [ ] D [ ] SD

15. The electoral materials are always in stock

    [ ] SA [ ] A [ ] D [ ] SD

16. The inadequacy of logistic tools especially motor vehicles rears its head in the control of several problems during elections

    [ ] SA [ ] A [ ] D [ ] SD

17. How would you assess the maintenance culture of NEC facilities

[ ] Very good [ ] Good [ ] Fair [ ] poor [ ] No idea

18. Which of the following communication gadgets were provided in your area for easy monitoring and coordination of electoral processes

Radio message [ ] Walky talkie [ ] Telephone [ ] Fax [ ]

None of the above [ ]

19. How would you rate the communication network existing between NEC boss through electoral officers to presiding officers and pooling clerks

Very efficient [ ] Efficient [ ] Not efficient [ ] Poor [ ]

20. There are adequate efficient communication gadgets for security reinforcements

[ ] SA [ ] A [ ] D [ ] SD

21. The untimely release of electoral results by NEC constitutes a bottleneck to the effective electoral logistics

[ ] SA [ ] A [ ] D [ ] SD

22. The ineffectiveness of past elections can be attributed to the inadequacy of facilities required for effective grassroot mobilization

[ ] SA [ ] A [ ] D [ ] SD

23. How would you assess the timeless of the arrival of electoral materials to the wards and polling booths

Very early [ ] Just early [ ] Not early [ ] Very late [ ]

24. Do you think that proper alternative arrangement is made in case the electoral materials are misplaced, misdirected or lost

Yes [ ] No [ ] No idea [ ]

25. The government has always encouraged the political parties, aspirants, agents and electorates by organising seminars, workshops and symposia as an expose to the political update

[ ] SA [ ] A [ ] D [ ] SD

26. Proximity is adequately taken into consideration in the design of structures for distribution of electoral materials through each zonal, state, local government to the wards and polling booths.

[ ] SA [ ] A [ ] D [ ] SD

27. The staff of NEC are usually dominated by inexperienced temporary staff who are not committed in any way to the democratization process of the country

[ ] SA [ ] A [ ] D [ ] SD

28. The NEC staff are properly recruited, trained and posted to the required places where their services are needed

[ ] SA [ ] A [ ] D [ ] SD

29. There is a reflection of federal character in the appointment and employment policies of NEC

[ ] SA [ ] A [ ] D [ ] SD

30. Irregular appointments, retirements, termination and dismissal of staff in the National Electoral Commission poses a great problem in the effective logistic management

[ ] SA [ ] A [ ] D [ ] SD

31. All NEC staff are adequately and promptly remunerated

25. The government has always encouraged the political parties, aspirants, agents and electorates by organising seminars, workshops and symposia as an expose to the political update

[ ] SA [ ] A [ ] D [ ] SD

26. Proximity is adequately taken into consideration in the design of structures for distribution of electoral materials through each zonal, state, local government to the wards and polling booths.

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29. There is a reflection of federal character in the appointment and employment policies of NEC

[ ] SA [ ] A [ ] D [ ] SD

30. Irregular appointments, retirements, termination and dismissal of staff in the National Electoral Commission poses a great problem in the effective logistic management

[ ] SA [ ] A [ ] D [ ] SD

31. All NEC staff are adequately and promptly remunerated

[ ] SA [ ] A [ ] D [ ] SD

32. The current partition of the country into eight zones is enough for effective monitoring of electoral processes

[ ] SA [ ] A [ ] D [ ] SD

33. The security mounted for the electoral process is adequate

[ ] SA [ ] A [ ] D [ ] SD

34. Which of the following security agents did not notice during elections in your area

1. Uniform policemen [ ]
2. Plain cloth (detectives) [ ]
3. State security/military intelligence staff [ ]

35. Political party tugs and touts mischievously paralyse electoral processes and unleash violence in the country

[ ] SA [ ] A [ ] D [ ] SD

36. How would you rate the level of security surveillance during elections

Very high [ ] High [ ] Low [ ]

37. Most of the security agents connive with the desperate politicians to sabotage the mounted logistics

[ ] SA [ ] A [ ] D [ ] SD

38. Adequate security infrastructure are readily available to counter any sabotage during elections

[ ] SA [ ] A [ ] D [ ] SD

39. The use of international propaganda to run down our electoral processes

is deplorable

[ ] SA [ ] A [ ] D [ ] SD

40. The inadequate automative devices used by NEC in the collation, sorting, counting, tabulation and recording is a big hit to the management of electoral processes

[ ] SA [ ] A [ ] D [ ] SD

41. The use of computers in the facilitation of election activities will help greatly in the coordination of electoral processes and minimization of falsification of results

[ ] SA [ ] A [ ] D [ ] SD

42. There is always a correspondence between the total vote cast and the current population size of any are a under consideration

[ ] SA [ ] A [ ] D [ ] SD

43. There are succinct recordings of population parameters by National Population Commission to enable the NEC make its plan for the estimated population

[ ] SA [ ] A [ ] D [ ] SD

44. The regulation of electoral laws, promulgation, repeal or modification of electoral decrees has compounded the problem of NEC

[ ] SA [ ] A [ ] D [ ] SD

45. The role of tribunals and courts of law in electoral processes has merely relegated the integrity of the commission to the background

[ ] SA [ ] A [ ] D [ ] SD

46. How would you assess the cooperation existing among the Code of Conduct Bureau, Public Complaints Commission, Boundary Commission, Population Commission and the National Electoral Commission.

☐ Very cordial ☐ Cordial ☐ Not cordial ☐ Bureaucratic