INDEPENDENT NATIONAL ELECTORAL COMMISSION

CONSOLIDATING FREE, FAIR AND CREDIBLE ELECTIONS IN NIGERIA

INEC STRATEGIC PLAN 2017-2021

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FOREWORD

The 2012-2016 INEC Strategic Plan and Strategic Programme of Action were developed after the conduct of 2011 General Elections, to provide the needed strategic direction for the Commission's programmes and activities for the next Electoral Cycle. The Plan, which had five strategic objectives, was implemented through the various activities contained in the Strategic Programmes of Action. The success of 2015 General Elections is, to an appreciable extent, attributable to the diligent implementation of the Plan. Certain innovations in the electoral process were traceable to the plan. For example, Election Project Plan (EPP), which identified and arranged series of activities needed to deliver successful elections was a product of this plan. Its report has been published and made available to the public. In addition, Election Management System (EMS) designed to drive the implementation of the EPP was also instrumental to the success of the General Elections and, by extension, the Strategic Plan. Other innovations that arose out of the implementation of the Plan, such as the use of Smart Card Reader, Electronic Collation and transmission of results, Electoral Risk Management (ERM) and Election Operations Support Centre (EOSC) equally point to its success.

The 2017-2021 Plan seeks to build on the successes of the preceding Plan to consolidate the conduct of free, fair and credible elections in Nigeria. It prioritizes the strengthening of INEC as an organization by improving how we do things, focusing on re-orientation of staff, promoting professionalism and co-operation among the departments, improving mobilisation and efficient utilisation of resources, deployment and use of innovative ideas and systems, as well as ensuring measured application of technology.

The preparation of 2017 – 2021 INEC Strategic Plan involved a thorough review of the previous plan, extensive deliberations at various levels of the Commission, lesson learning, as well as broad consultations and buy-ins within and outside the Commission. The current Plan, like its predecessor, benefited from the active participation of INEC field offices, and a broad spectrum of stakeholders in the political and electoral processes. Recognizing critical gaps, challenges and uncompleted actions in the last plan, the 2017-2021 Strategic Plan and Strategic Programme of Action have identified key areas of focus needed to deepen and reinforce the Commission's commitment to free, fair and credible elections. The strategic objectives contained in the Plan were carefully formulated to further strengthen the Commission's capacity to plan for and conduct elections, to deepen its institutional capacity, as well as manage the entire electoral process in a professional, accountable and sustainable way.

I wish to commend the Chairman and Members of the Strategic Plan Committee for producing a broad instrument that will help INEC not only to conduct the 2019 General Elections, but also to provide a wide range of electoral services to the electorate up to 2021.

Prof. Mahmood Yakubu,
Chairman, Independent National Electoral Commission,
January 2017

ACKNOWLEDGEMENTS

The development of 2017-2021 INEC Strategic Plan and Programme of Action is the culmination of several months of collaborative work. The Commission is grateful to its numerous partners, electoral stakeholders and staff who variously contributed to the actualization of this project.

The process of developing the plan received both financial and technical support from the International Foundation for Electoral Systems (IFES). We specially thank the IFES Nigeria Chief of Party, Mr. Shalva Kipshidze and his team for working with the Commission throughout the development of this Strategic Plan. The Commission values our longstanding collaboration greatly.

We also thank the Lead Consultant who worked with us in developing the plan, Dr. Otive Igbuzor, for his enormous contribution toward ensuring the successful completion of the process.

Many partners and stakeholders participated in the review of the previous plan and in the development and validation of the present one. The Commission would like to thank Distinguished and Honourable members of the National Assembly, leaders of political parties, civil society organizations, officers and men of the security agencies, and other stakeholders of the Nigerian electoral process, for their collaborative support and contributions toward the validation of the Strategic Plan. We also look forward to their support and collaboration as we implement the plan over the next five years.

Commissioners and staff of INEC worked tirelessly together to develop this Strategic Plan. This is a testimony of a collective commitment to INEC as an organization and to a common ownership of this Plan. Members of the Strategic Plan Review Committee and the Strategic Plan Committee, who worked diligently for months to bring this Plan to fruition deserve credit. Here the Committee Chairman, Prof. Okechukwu Ibeanu, and AVM Ahmed Tijjani Mu'azu, who stood in for him when he was on another assignment deserve special mention. The staff of the Offices of the Commission in the Headquarters, the 36 States and the Federal Capital Territory of Abuja are appreciated for their participation in evaluating the previous plan, developing the Strategic Plan of Action and in the strategic plan retreats organized in the course of developing this Plan.

LIST OF ABBREVIATIONS

ATR-African Traditional Religion

CBN – Central Bank of Nigeria

CD- Community Development

CSOs- Civil Society Organisations

CVR-Continuous Voter Registration

DFID- UK Department for International Development

ECN-Electoral Commission of Nigeria

ECOWAS- Economic Community of West African States

EDL- Election Day Logistics

EDP-Election Day Procurement

EDS-Election Day Support

EDT- Election Day Training

EMB-Election Management Body

EMS- Election Management System

EPP- Election Project Plan

EO- Electoral Officer

ERM- Election Risk Management

ESM- Election Staff Management

FBO – Faith-based Organisation

FCT – Federal Capital Territory

FEC- Federal Electoral Commission

FEDECO- Federal Electoral Commission

GSM- Global System for Mobile Communication

ICCC- INEC Citizens Contact Centre

ICCES – Inter-Agency Consultative Committee on Election Security

ICT-Information and Communications Technology

IFES-International Foundation for Electoral Systems

INEC-Independent National Electoral Commission

LGA- Local Government Area

MoU- Memorandum of Understanding

MoV- Means of Verification

NEC- National Electoral Commission

NECON- National Electoral Commission of Nigeria

NOA- National Orientation Agency

NYSC – National Youth Service Corps

OCV – Out of Country Voting

OVI- Objectively Verifiable Indicators

PPM- Political Party and Candidate Management

PVC – Permanent Voters Card

RACs- Registration Area Centres

RAO- Registration Area Officer

RECs – Resident Electoral Commissioners

SIEC- State Independent Electoral Commission

TEI-The Electoral Institute

TI- Transparency International

UNDP-United Nations Development Programme

WAN- Wide Area Network

EXECUTIVE SUMMARY

The vision of INEC is to be one of the best Election Management bodies in the world and to meet the aspirations of Nigerian people. The mission of INEC is to serve as an Independent and effective EMB committed to the conduct of free, fair and credible elections for sustainable democracy in Nigeria. INEC shall be guided by the following values in the performance of its duties: autonomy, transparency, integrity, credibility, impartiality, dedication, equity, excellence and teamwork.

This strategic plan was developed following a comprehensive review of the Strategic Plan 2012-2016. It is a blueprint designed to help the Commission to develop a pragmatic roadmap that will serve as a practical guide for its work in the next five years. The process of developing the strategy included a comprehensive review of the previous plan, extensive engagement with, and retreat by staff of the Commission, as well as stakeholder validation conference and approval by the Commission.

Election is a significant pre-condition for modern democratic societies. For elections to be meaningful and credible, they need to be periodic, competitive, definite and inclusive, in an atmosphere where citizens can participate actively. In addition, election should be conducted in a proficient manner in an environment of political goodwill devoid of chaos. This plan was formulated to address both technical and political issues.

Nigeria operates in a unique national context with its large landmass of about 923,768 square kilometers and a population of 140, 431,790 according to the 2006 population census and an estimated population of over 182 million in 2016. Out of the 56 years of post-independence Nigeria, the military ruled for about 30 years. Since Nigeria's return to civil rule in 1999, general elections have been held in 1999, 2003, 2007, 2011 and 2015. While it is generally acknowledged that there was a progressive degeneration in the outcome of elections from 1999 to 2007, local and international observers adjudged the 2011 elections as free, fair and credible. The gains of the 2011 elections were consolidated in the 2015 elections, which resulted in the peaceful alternation of power between the ruling and opposition political parties for the first time in Nigeria's political history.

Nigeria's socio-economic and development indices are very low and poverty level has remained high despite huge earnings from crude oil over the years. In 2016, the country slipped into economic recession. Transparency International has consistently rated Nigeria among the most corrupt countries in the world.

There has been six election management bodies in Nigeria since 1959, namely Electoral Commission of Nigeria (ECN) from1959 to 1964; Federal Electoral Commission (FEC) from 1964 to 1966; Federal Electoral Commission (FEDECO) from 1979 to 1983); National Electoral Commission (NEC) from 1987 to 1993; National Electoral Commission of Nigeria (NECON) from 1996 to 1998; and Independent National Electoral Commission (INEC) from 1998 to date.

Since its creation in 1998, INEC has exhibited some strength that enabled it to effectively function as an Election Management Body (EMB) in the conduct of 1999, 2003, 2007, 2011 and 2015 elections. Its powers are derived from the constitution and it has financial autonomy. With 812 offices countrywide, the Commission has national spread, credible leadership, experienced staff and reliable IT infrastructure. Significant reforms were implemented between 2010 and 2015, especially in the areas of electoral structural and organizational reforms and improved election administration.

A review of the 2012-2016 Strategic Plan indicated high level of performance, improvement of principal business areas, deployment of innovative tools and improvement of Election Day logistics. There are, however, certain noticeable constraints, including the challenges of securing security during elections, ability to effectively monitor and regulate internal operations, capacity to effectively monitor the activities of the registered political parties, including campaign expenditure, as well as the prosecution of electoral offences to serve as effective deterrent.

Despite these constraints, there is an opportunity for the Commission to leverage on the international and national contexts that favour democracy, long years of experience of staff members and the pool of technical and financial support from development partners. It is also expected that the recent change in government and the policy of transparency and accountability of public officials would be favourable to the work of the Commission.

In line with the contextual analysis, vision and mission of INEC, the strategic objectives are:

1. To provide electoral operations, systems and infrastructure to support delivery of free, fair and credible elections;
2. To improve voter education, training and research;
3. To register political parties and monitor their operations;
4. To interact nationally and internationally with relevant stakeholders;
5. To strengthen INEC for sustained conduct of free, fair and credible elections.

There are clear organisational implications for the effective implementation of this strategic plan. The Commission will provide strategic leadership and policy direction for the entire work of INEC as an organization. The management of INEC and the electoral process shall continue to be a joint responsibility of the Commission and its Staff. The office of the Chairman of the Commission will be responsible for the coordination of the implementation of the Strategic Plan, while the Commission will ensure that a comprehensive work plan emanates from the strategy, incorporating an election project plan. During the implementation of this strategic plan, priority will be given to human resource and organisational development. Attention will be focused on re-orientation, change management, promotion of co-operation among the departments based on complementarity, interconnectedness and synergy, mobilisation and effective utilisation of resources, deployment and use of improved tools and systems and continued application of technology. Training, capacity building and technical support will be provided to facilitate regular deployment and use of ICT in the work of the Commission.

Furthermore, budget planning and execution will be improved as the Commission explores funding possibilities beyond traditional sources from government and development partners. It will also design engagement programme with relevant Ministries, Departments and Agencies, especially the Ministry for Finance, the Budget Office and Bureau of Public Procurement, to appraise these institutions of the peculiarities of its operations and challenges. During the Plan period, the Commission will fully activate the INEC Fund.

The quality of internal and external communication will be improved by enhancing coordination among the departments of the Commission and between the Headquarters, State and LGAs offices, as well as between the Commission and other stakeholders in the electoral process. Special attention will be given to the deployment and use of ICT and new media platforms in communication. The Electoral Institute, a semi-autonomous unit with a Governing Board, which is responsible for research, training and publications of electoral matters, will be strengthened to document research reports on elections. The quality of documentation in the Commission will be improved across board and the capacity of staff to document the activities, trends and issues in the Commission will be reinforced.

A key step towards building trust and ensuring effectiveness, credibility and accountability of the INEC Strategic Plan, is the development of a monitoring and evaluation (M and E) framework. The long-term impact will be the consolidation of free, fair and credible elections with the Commission operationalising the monitoring and evaluation framework through routine data collection, survey, progress monitoring, management review, stakeholder meetings and annual reviews.

INTRODUCTION

1.1 Background

The Independent National Electoral Commission (INEC) is Nigeria's national Election Management Body (EMB) established in both the Nigerian Constitution of 1999 and the Electoral Act 2010. In 2012, INEC prepared a strategic plan as a roadmap to guide its activities from 2012-2016. In 2016, the Commission embarked on a review of the Plan and the development of a new one, a process that culminated in the present *INEC Strategic Plan 2017 – 2021*.

INEC is composed of a Chairman, who is the Chief Electoral Commissioner of the Federation, 12 members known as National Electoral Commissioners and 37 Resident Electoral Commissioners who head the offices of the Commission in the 36 States of the Federation and the Federal Capital Territory. The bureaucracy consists of a Secretary, Directors and other Directing Staff, with over 16,000 staff at the national, state and local government offices. In addition to these offices, there are 8,909 electoral Wards and 119,973 Polling Units countrywide. The organisational structure at the Headquarters comprises of 9 Departments and 10 Directorates, which are sub-divided into a number of Divisions and Units, while in the state offices, there are seven departments with heads of department who report to Administrative Secretaries. The Local Government offices of the Commission are headed by Electoral officers.

Moreover, there is The Electoral Institute (TEI), which is the training, research and documentation arm of the Commission. These departments, directorates and units are supervised by standing committees of the commission. The Constitution grants the Commission independence in appointments, promotions and discipline, specifying that in the 'exercise of its powers to make appointments, or to exercise disciplinary control over persons, it shall not be subject to the direction or control of any other authority or person' (158[1]).

The powers and functions of INEC are specified in the Constitution of the Federal Republic of Nigeria, 1999 (as amended) and the Electoral Act 2010 (as amended). Paragraphs 14 (1&2) and 15 (a-c) of the Third Schedule 226 (1-3) of the 1999 Constitution (as amended) specify the establishment, powers, and composition of the Commission. Sections 1, 2 (a-c), 3, 4, 6, 7, 8, 25, 33 and 87, and similar other sections of the Electoral Act 2010 (as amended) also specified some of these powers in relation to establishment, control over funds, as well as supervision and monitoring of political parties. These powers and functions are as follows:

a. Organizing, undertaking and supervising all elections to the offices of the President and Vice-President, the Governor and Deputy Governor of a state, and to the membership of the Senate, the House of Representatives and the House of Assembly of each State of the Federation; as well as the Chairman and Councilors of FCT Area Councils;
b. Registering political parties in accordance with the provisions of the Constitution and an Act of the National Assembly;
c. Monitoring the organization and operation of political parties, including their finances;
d. Arranging for the annual examination and auditing for the funds and accounts of political parties and publishing a report on such examination and audit for public information;
e. Arranging and conducting the registration of persons qualified to vote and preparing, maintaining and revising the register of voters for the purpose of any election;
f. Promote knowledge of sound democratic election processes;

g. Monitoring political campaigns and providing rules and regulations which shall govern the political parties;

h. Ensuring that all Electoral Commissioners, Electoral and Returning Officers take and sub scribe to the oath of the Office prescribed by law;

i. Delegating any of its powers to any Resident Electoral Commissioner(s);

j. Carrying out such other functions as may be conferred upon it by an Act of the National Assembly;

k. Delimiting Constituencies at intervals of not less than ten years;

l. Conducting referenda for recall of State Houses of Assembly (SHA) or National Assembly (NASS) or any other referendum; and

m. Conducting Civic and Voter Education.

1.2 Vision
The vision of INEC is to be one of the best Election Management bodies in the world and to meet the aspirations of Nigerian people.

1.3 Mission
The mission of INEC is to serve as an Independent and effective EMB committed to the conduct of free, fair and credible elections for sustainable democracy in Nigeria.

1.4 Values
INEC shall be guided by the following values in the performance of its duties:

▶ **Autonomy:** INEC shall carry out all its functions independently, free from external control and influence.

▶ **Transparency:** INEC shall display openness and transparency in all its activities and in its relationship with all stakeholders.

▶ **Integrity:** INEC shall maintain truthfulness and honesty in all its dealings at all times

▶ **Credibility:** INEC shall ensure that all its actions inspire confidence at all times.

▶ **Impartiality:** INEC shall ensure the creation of a level playing field for all political actors.

▶ **Dedication:** INEC shall be committed to providing quality electoral services efficiently and effectively, guided by best international practice and standards.

▶ **Equity:** INEC shall ensure fairness and justice in dealing with all stakeholders.

▶ **Excellence:** INEC shall be committed to the promotion of merit and professionalism as the basis for all its actions.

▶ **Teamwork:** INEC shall create a conducive environment that promotes teamwork among its staff at all levels.

1.5 Purpose of the Strategic Plan
This strategic plan was developed following a comprehensive review of the INEC Strategic Plan, 2012-2016. It is a practical, action-oriented blueprint developed to guide the Commission's from 2017-2021. The purpose of the strategy is to:

- Provide a strategic direction for INEC and the actions to achieve its mandate within the international and national context of its operations;
- Propose what needs to be done by the organization to achieve its mandate following a review of the previous strategic plan;
- Provide a framework and focus for improvement within the Commission as a whole;
- Optimise the Commission's organizational systems and structures;
- Provide guidance to managers for day-to-day decisions;
- Provide a monitoring and evaluation framework for measurement of the performance of the Commission;
- Create a sense of common ownership of the work of INEC among staff and Commissioners.

1.6 Strategy Development Process

The process of developing this strategy was guided by the need for ownership of the process by staff of INEC and engagement with key stakeholders. The process started with a review of INEC Strategic Plan 2012-2016. In September 2016, the Commission set up the 2012-2016 INEC Strategic Plan Review Committee to undertake a comprehensive review of the 2012-2016 Strategic Plan among other terms of reference.

The Commission held a National Commissioners' retreat and Strategic Plan review retreat in Lagos From 15-19 January 2017, attended by the Chairman, National Commissioners, Resident Electoral Commissioners, as well as management and staff from National and State offices countrywide. At the retreat, the Commission reflected on its operations over the years and considered the report of the review of INEC Strategic Plan (2012-2016).

The retreat also reviewed the vision, mission and values of the Commission and reflected on the external and internal contexts under which it operates. Again the retreat conducted a comprehensive review of the Strategic Programme of Action (2012-2016) by identifying actions/activities that were fully accomplished, partially accomplished and those that were not accomplished. This is with a view to determining actions/activities to be carried over into the 2017-2021 strategic plan period.

To ensure the ownership and facilitate implantation and implementation of the new strategic plan, a retreat was organized in the six geopolitical zones of the country on 14 February 2017 to engage with, and harness the input of INEC staff in the state and LGA offices countrywide.

The Commission subsequently approved the draft strategy for validation by stakeholders in March 2017. Participants at the validation meeting include, representations from the Executive and Legislative branches, as well as representatives of political parties, Civil Society Organizations, security agencies, development partners and members of SIECs. Following the validation, the Commission subsequently reviewed and approved the INEC Strategic Plan 2017 – 2021 for implementation.

2.1 Introduction

INEC prepared a Strategic plan to guide its operations from 2012-2016. The Strategic Plan was guided by five strategic objectives:

1. To provide electoral operations, systems and infrastructure to support delivery of free, fair and credible elections;

2. To improve voter education, training and research;

3. To register political parties and monitor their operations;

4. To interact nationally and internationally with relevant stakeholders;

5. To re-organise and reposition INEC for sustained conduct of free, fair and credible elections.

INEC recorded a relatively high performance level in its 2012 – 2016 strategic plan, as measured by the implementation of its Strategic Programme of Action. These are specific actions to be carried out in actualizing the strategic plan. During the period, the Commission carried out over 4000 activities classified as pre-election, election and post-election tasks in the electoral cycle spread across seven functional areas designated as "principal business areas" namely: Election Day Logistics (EDL); Election Staff Management (ESM); Political Party and Candidate Management (PPM); Election Day Training (EDT); Election Day Procurement (EDP); Continuous Voter Registration (CVR); and Election Day Support (EDS). The level of implementation of strategic programme of action as captured in the strategic plan is summarized in Figure 1. The chart shows that the Commission fully or partially implemented 76 percent of planned activities during the plan period.

Figure 1: Level of performance of the Strategic Programme of Action as analyzed during the january 2017 INEC Stretegic Retreat
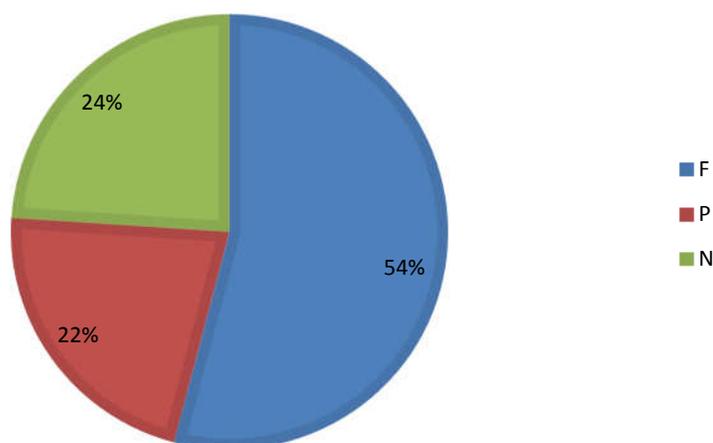
KEY:

Full completion (F)	-	185
Partial completion (P)	-	75
Not implemented (N)	-	82
Total number of activities	-	342

2.2 Free, fair and credible elections

In order to "provide electoral operations, systems and infrastructure to support delivery of free, fair and credible elections", the Commission implemented 96 of the 102 activities listed for the execution of the first objective. The Commission produced a draft amendment to the Constitution and Electoral Act to strengthen its capacity to deliver free, fair and credible elections. However, the bill was passed by the National Assembly too close to the 2015 general elections to allow the Commission to implement during the planning process. Even then the amendment did not contain key provisions proposed by the Commission such as Out of Country Voting (OCV), power of INEC to disqualify candidates who do not meet criteria for elections, provisions on constituency delimitation, etc. The Constitution is also yet to be amended to grant INEC necessary operational independence and power to discharge its responsibilities. The Commission also carried out Continuous Voters' Registration, deployment of card readers for authentication of voters, established an Alternative Dispute Resolution mechanism, conducted Edo and Ondo elections in 2012, FCT and Anambra elections in 2013, Osun and Ekiti elections in 2014, the general elections as well as Kogi and Bayelsa elections in 2015, Edo and Ondo elections in 2016, Rivers State legislative rerun elections in 2016. The major activities that were not executed include implementation of Out of Country Voting, provision of infrastructure like specialized cubicles and assistive tactile devices for the physically challenged voters and reconfiguration of Polling Units (PUs).

The introduction of card reader led to the execution of the 2015 general elections that was adjudged to be more credible than previous elections. However, there were challenges in the deployment of Smart Card Readers in some places where card readers failed to read fingerprints. In terms of

accreditation and voting, there was also increase, over 2011 figures, in the number of voters who did not vote even though they had been accredited. INEC considered this a serious problem, and decided to implement simultaneous accreditation and voting system, starting with the Ondo elections in 2016.

There was marked improvement in Election Day logistics due to deployment of innovative tools such as Election Management System, the Election Project Plan and the Election Plan and the Election Risk Management tool. However, there were few cases where Registration Area Centres (RACs) were not fully activated and delays in distribution of materials. But there was significant improvement in the subsequent state governorship elections due to efficient implementation of the innovative tools.

2.3 Voter education

In order to deliver on the second objective, which deals with "voter education, training and research", INEC wholly or partially, executed 46 out of the 50 activities listed in the plan. The Commission carried out voter education programmes and campaigns utilizing ICT tools in collaboration with GSM service providers and select media organizations. It also carried out campaigns physically in secondary and tertiary education institutions and established the INEC Citizen Contact Center (ICCC). Observers and monitors were trained on election monitoring. The main challenges involved funding and delayed approval of some activities that were not carried out. The sensitization programs however produced mixed result as elections conducted by the Commission during the period witnessed low voter turnout in some instances and high proportion of voided votes. The current tools and methods used by the Commission to carry out voter education, therefore, need to be interrogated. A more stakeholder-based approach should be adopted.

2.4 Political parties

In implementing the objective to "register political parties and monitor their operations", INEC reviewed guidelines for registration and deregistration of political parties. In line with Section 78 (7) (ii) of the Electoral Act, INEC registered at least 18 political parties and de-registered 28 political parties for not meeting the requirements of the law. However, following judgments by the courts, two of the de-registered political parties were reinstated in 2013, while another three were reinstated in 2015. The failure to enact proposed amendments to the Constitution and Electoral Act in time for the Commission to plan for the elections constrained the Commission's capacity to effectively monitor party affairs especially campaign financing and internal democracy in the political parties.

2.5 National and international stakeholders

In its fourth objective, INEC proposed to "to interact nationally and internationally with relevant stakeholders". The Commission conducted workshops,, study tours and knowledge sharing with other EMBs. It also collaborated with development partners, traditional rulers, Community Based Organisations (CBOs) and security agencies through the Inter-Agency Consultative Committee on Election Security (ICCES). INEC's engagement activities enhanced the credibility of elections during the period, as civil society groups publicly expressed a sense of inclusiveness in the decision

making process. Some of the challenges include inter-departmental conflict in the implementation of some activities listed under this objective.

2.6 Reorganization of INEC

The last objective in the plan aims "to reorganize and reposition INEC for successful conduct of free, fair and credible elections". In this regard the Commission was restructured into 9 departments from the original 26, to remove overlap of administrative functions. The Commission equally re-organised The Electoral Institute (TEI) and expanded its training programme. It also established the INEC Citizen Contact Center (ICCC).

Some of the challenges observed in the implementation of this objective include funding of some of the planned activities, lack of collaboration between lead and supporting departments in the execution of some tasks and delayed approval for some of the activities. It is recommended that the Commission should carry out change management programme to ensure effective implementation of re-organisation and synergy among departments.

Overall, strategic issues arising from the implementation of the plan include INEC's limited control in the implementation of some aspects of the plan. For instance, INEC's lack of control over the process of legislation placed absolute constraint over its ability to implement activities and programmes in the plan that are tied to the proposed amendment of the law. Similarly, INEC has been constrained by multiple court judgments, which have significantly undermined its capacity to effectively execute some aspects of its plan. Security challenges constrained the work of the Commission. These constraints produced major gaps in INEC's performance that include inability of the Commission to effectively monitor and regulate internal operations, including campaign finance, of political parties. INEC is also constrained in the prosecution of electoral offences to serve as effective deterrent.

It is observed that key success factors include development of Strategic Programme of Action arising from the Strategic Plan, development of tools for implementation of the Strategic Plan such as the Election Management System (EMS), Election Project Plan and the Election Risk Management (ERM) tool, strong technical support to the office of the Chairman, supported by a pool of advisers.

However, opportunities that currently exist for the Commission include current international and national contexts which favour democracy, long years of experience by Commission staff in conducting elections and the pool of technical and financial support from development partners, which the Commission leveraged in the implementation of the strategic plan. Other opportunities exist in the experience the Commission has gained in dealing with security, logistics, operations and technology. It is also expected that the recent change in government and the policy of transparency and accountability of public officials would be favourable to the work of the Commission.

2.7 Recommendations

The review recommended that the Commission should:

1. Continue advocacy for improving the constitutional and legal framework for the conduct of free, fair and credible elections;

2. Conduct voter education on regular basis instead of waiting for election periods;
3. Strengthen the existing election delivery systems, while building new ones;
4. Revisit its process of recruitment of *ad hoc* staff by creating a database and fully deploying an online recruitment system;
5. Review the process of registration, voting and distribution of Permanent Voters Cards to make them more voter-friendly;
6. Seek more effective ways to curb impunity in the electoral process, monitor political parties, including the enforcement of limits on party financial contributions and expenditure, as well as prosecute election offenders;
7. Explore varied means of funding its operations, improve its budgetary processes, streamline its operations to make them more cost effective, use staff more efficiently and promote departmental co-operation and synergy;
8. Institute change management after development of the 2017-2021 INEC Strategic Plan.

SECTION THREE

PRIORITIES FOR THE 2017 – 2021 STRATEGIC PLAN

3.1 Strategic Objectives
In line with our contextual analysis, vision and mission, the strategic objectives are:

1. To provide electoral operations, systems and infrastructure to support the delivery of free, fair and credible elections;
2. To improve voter education, training and research;
3. To register political parties and monitor their operations;
4. To interact nationally and internationally with relevant stakeholders;
5. To strengthen INEC for sustained conduct of free, fair and credible elections.

3.2 Key Actions and Outcomes
Strategic Objective One: To provide electoral operations, systems and infrastructure to support the delivery of free, fair and credible elections

Key Actions

- Formulate and implement Election Project Plan (EPP);
- Constitutional and Legal framework for the conduct of free, fair and credible election;

- Ensure that the voter register is accurate and regularly updated, including issue of transfers of Voters;

- Improve ICT deployment and utilization;

- Activation and application of GIS to Electoral Activities;

- Establish an effective and transparent election complaint and dispute resolution mechanism;
- Improve electoral processes, procedures and systems;
- Provide infrastructure to support the delivery of free, fair and credible elections.
- Plan new activities for the 2019 General Elections, including Out-of-Country Voting (OCV), Early and Special Voting;
- Develop database, analyse and process information on election results and electoral activities to aid decision making;
- Plan for election logistics, transportation, and implement reverse logistics;
- Prepare for retrieval & storage of election materials;
- Review of Electoral Forms and materials.

Key Outcomes

- Institutionalization of Election Planning;
- Constitutional and legal framework that provides for adequate time for preparation of elections; electoral offences tribunal; enhance internal democracy of political parties; how political parties can get on the ballot and gives power to INEC to prosecute electoral offenders;
- Constitutional framework that allows INEC to be independent, including in its finances;
- Constitutional framework that allows for electronic voting and out-of-country voting (OCV);
- Comprehensive Register of Voters that is accurate and updated regularly;
- Register of Voters with minimal data published on website;
- Effective ICT deployment and utilization in all stages of the electoral process, including testing and certifying equipment prior to supply and deployment, software training for staff, video recording of all collation centres, IT based transmission of election results and publication of election results on the Commission's website;
- Effective election complaint and dispute resolution mechanism set up and functioning properly with administrative complaint desk using Alternative Dispute Resolution mechanism;
- Identification and description of boundaries of RAs, Location and Review of PUs, RACs, Super RACs, Collation Centres and new settlements;
- Development of Standard Operating Procedure for recruitment and deployment of electoral officials, and development of database for election officials;
- Improved infrastructure to support free, fair and credible elections;
- Improved election logistics and management for all Elections;
- Election workers and others to vote and new devices to enable people with visual challenges to vote without assistance in the 2019 elections;
- Develop a database for archiving election results and other electoral activities;
- Improved retrieval of election materials after elections for documentation purposes;
- Provision of adequate storage facilities;
- Revised electoral forms for documentation of materials.

Strategic Objective Two: To improve voter education, training and research

Key Actions

- Formulate and implement gender responsive voter education programme;
- Formulate and implement training programme;
- Formulate and implement a research agenda;
- Institutionalise the National inter-agency committee on Voter Education;
- Institutionalise and strengthen the NYSC Voter Education Community Development (CD) Groups in each State and Local Government (INEC-NYSC Ambassadors);

- Formulate and implement policies to ensure participation of marginalised groups including persons living with disability as well as Out of Country Voting (OCV);

- Professionalise Election Personnel Training;

- Entrench democracy and conduct of credible elections;

- Formulate and implement a research agenda.

Key Outcomes

- Strategies for improving voter education including voter education in school curriculum, early production of voter education materials including e-materials, advocacy and partnership with stakeholders;
- Conduct of training needs assessment and training programmes with a clear training calendar for all categories of staff and stakeholders;
- Developed civic education curriculum for primary and secondary schools and general studies for tertiary institutions;
- A research agenda based on the experience of the country on election management;
- Re-organised and refocused Electoral Institute;
- Publications and database on electoral issues in Nigeria;
- Increased voter turnout during elections;
- Policies on the participation of marginalized groups in the electoral process;
- Improved collaboration with service providers;
- Improved professional capacity in the workforce;
- Enhanced credible elections.

Strategic Objective Three: To register political parties and monitor their operations

Key Actions

- Register Political Parties;
- Monitor the nomination of candidates;
- Monitor the finances of political parties;
- Monitor campaigns;
- Tracking of campaign finances of candidates and political parties;
- Monitor equal media access by political parties;
- Promote efficiency in party administration and internal party democracy;
- To encourage political parties to mainstream gender, youth and PWD issues in their political activities.

Key Outcomes

- Easy process of registration of political parties with procedures of getting on the ballot with adequate time lag for registration of political parties before election;
- Trained and empowered staff on the monitoring of nomination of candidates, finances of political parties, campaigns and media access;
- Improved legal framework for the operation of political parties;

- Establishment of framework for monitoring of nomination of candidates, finances of political parties, campaigns, campaign finances and media access;
- Partnership with stakeholders on the monitoring of operation of political parties;
- Improvement in the operation of political parties particularly in terms of nomination of candidates, management of finances, campaigns and campaign finances;
- Adherence to code of conduct by political parties;
- Established an effective mechanism for tracking of campaign finances of candidates and political parties, including sanctions;
- More inclusive participation by women, youth and PWDs IN political parties.

Strategic Objective Four: To interact nationally and internationally with relevant stakeholders

Key Actions

- Establish a mechanism for regular consultation with stakeholders and other EMBs;

- Publish a newsletter and periodic workshop/seminar reports;

- Engage election observers;

- Engage the media;

- Institutionalise the Inter-agency consultative committee on election security (ICCES) through MoU and manuals;

- Operationalize international best practice in Election Administration;

- Regular update of stakeholders database;

- Engage with political parties;

- Engage with voters especially at the grassroot;

- Review of INEC communication policy.

Key Outcomes

- Stakeholders forum met regularly to share information and get input of stakeholders;
- Regular meetings and consultations with other EMBs for learning and experience sharing;
- INEC newsletter published regularly and distributed widely through hard and e-copies for information, education and enlightenment;
- Election observers (both domestic and international) identified, screened and accredited at least one month before any election;
- Platforms established for engaging with key stakeholders including the executive, legislature, judiciary, political parties, candidates, the media, security agencies, civil society organizations, development partners, election observer groups (domestic and international) the electorate, traditional rulers, INEC ad-hoc staff, NYSC directorate, contractors/vendors, service providers, including CBN, commercial banks and insurance

companies, FBOs, Trade Unions, Professional bodies, National Orientation Agency (NOA), and persons living with disabilities;

- MoU signed with civil society organizations on partnership;
- Effective dissemination of information about activities of the Commission through regular engagement, publications, website, social media and special programmes;
- Improved capacity of the Inter-Agency Committee on election security;
- MoUs signed by INEC with various agencies represented on ICCES;
- Developed manual for engagement of security personnel on election duties and continually train them based on the manual;
- Regular roundtable conferences and consultations with stakeholders;
- Have an up to date database of stakeholders that is accessible;
- Have a revised communication policy.

Strategic Objective Five: To strengthen INEC for sustained conduct of free, fair and credible elections

Key Actions

- To enhance institutional capacity for managing election operations smoothly, effectively and efficiently;
- Improve capacity, communication, co-ordination, training and data gathering and management;
- Improve the work environment and enhance teamwork among the staff of the Commission;

- Improve human resource management to meet current and future challenges of the Commission;

- Budget and manage financial resources of the Commission effectively and efficiently;

- Improve and institutionalise monitoring and evaluation of the activities of the Commission;

- Improve professionalization of INEC staff with code of ethics;

- Fully activate INEC fund and spread election budgets across the financial periods covered by the election cycle;

- Continue the process of automation of financial management systems;

- Improve the auditing process of the Commission;

- Improve gender equality, raise gender sensitivity and handle persons with disabilities and other vulnerable groups within the Commission;
- Implant the new strategic plan;

- Implement the new strategic plan;
- Evaluate the strategic plan;
- Implement Freedom of Information Act;
- Implement further actions to consolidate the conduct of free, fair and credible elections;
- Produce an accurate history of Electoral Commission in Nigeria.

Key Outcomes

- Improved staff capacity through training, proper placement, motivation and discipline;
- Improved capacity of management and staff through participation in the election of other countries;
- Improved communication between headquarters, States and LGAs and co-ordination through regular team meetings, video-conferencing, wide area network (WAN), new media (youtube, twitter, website, Facebook etc) and team building exercises;
- Improved work environment through the provision of well-furnished offices, operational vehicles, computers and staff welfare;
- Improved database management through the building of capacity of staff and provision of infrastructure;
- Improved human resource planning and management with open and transparent recruitment process, proper placement, regular promotion, training, discipline and welfare of staff;
- Improved application of sanctions in a uniform and consistent manner;
- Developed a robust gender policy for the Commission;
- Institutionalised gender advocacy to check gender insensitivity and ensure gender mainstreaming;
- Improved budget management with timely preparation of budget, release of funds and implementation of budgets;
- Improved management of ad-hoc staff through direct payment from the Commission;
- Improved understanding of the strategy through implantation activities including departmental discussions on the content of the strategy and plans for implementation;
- Optimal functioning of monitoring tools and mechanism of the commission such as EMS, ERM, situation room etc;
- Effective implementation of strategy through the preparation of elaborate work plans, operating plans and standard operating procedures and monitoring and evaluation;
- Effective implementation of FOIA and provision of information request;
- Implementation of actions to further consolidate democracy for the delivery of free, fair and credible elections.

3.3 Consolidating the Conduct of Free, Fair and Credible Elections

The implementation of INEC Strategic Plan, 2012-2016, witnessed a significant improvement in the conduct of free, fair and credible elections. This strategic plan intends to consolidate on the gains of the previous one with emphasis on the following areas:

a. Focus on the mandate of INEC and improvement on logistics in spite of the challenges from the environment, especially political culture, security and conflicting court judgements;
b. Re-orientation of the staff through change management and behavior change programmes to build capacity and promote co-operation and synergy. Co-ordination and synergy will be promoted through joint planning, joint implementation and joint monitoring and evaluation,

c. Mobilization and effective utilization of resources including enhancement of efficiency and effectiveness of plans and systems,
d. Deployment of tools and systems that have been developed over the years and leveraging on the experiences that have been garnered;
e. Deployment of technology to improve processes and assure consistency and credibility.

SECTION FOUR

STRUCTURE AND ORGANISATIONAL IMPLICATIONS

4.1 Structure

The framework for the structure of the Commission is provided in Section 14 (1), Part I of the Third Schedule of the 1999 Constitution (As Amended), and Sections 6,7 and 8 of the 2010 Electoral Act (As Amended).

The Commission comprises a Chairman, who is also the Chief Electoral Commissioner and twelve other members, known as National Electoral Commissioners. The President appoints all members of the Commission, following consultation with the Council of State, after which the appointments are subjected to confirmation by the Senate.

As provided for in Section 8(1) of the Electoral Act, the Secretary to the Commission is appointed by the Commission. By the provisions the Electoral Act, he serves as the Head of the Commission's Secretariat and is responsible for its administration and is responsible for the control of all other employees of the Commission with the approval of the Commission

The Constitution also provides for the appointment of Resident Electoral Commissioners (RECs) for each State of the Federation and FCT. The RECs are answerable to the Commission.

4.2 Organisational Implications
4.2.1 Governance

The Commission will provide strategic leadership and policy direction for the entire work of INEC as an organisation. The Secretary to the Commission, as the Head of the Commission's Secretariat, is responsible for the control of all other employees of the Commission, with the approval of the Commission. At the state level, the Administrative Secretary will report to the Resident Electoral Commissioner. The Local Government offices of the Commission under the leadership of Electoral Officers (EO) will continue to be the structure for implementing the plan at the Local Government level. At the Registration Area (Ward) level,, the Registration Area Officer (RAO) will be accountable to the EO for all his/her work. Leadership at all levels in the Commission will be developed to lead by example. Within the strategy period, the governance of the Commission will be enhanced.

The Gender Policy of the Commission will be reviewed during the plan period to ascertain the level of its implementation and to strengthen it as a tool of inclusiveness within the Commission and in the electoral process at large.

4.2.2 Management

The management of INEC and the electoral process shall continue to be a joint responsibility of the Commission and its Staff. The Committees of the Commission, with the Commission's approval,will be responsible for providing strategic direction, as well as, monitor operations of the Committees, for execution of the Commission's plans.

The office of the Chairman of the Commission will exercise overall oversight of the implementation of the Strategic Plan. Among other things, this will entail the implementation of a new and comprehensive Business Process for the Commission, as well as integration of several planning and monitoring mechanism, namely the Election Management System (EMS), Election Project Plan (EPP) and Election Risk Management Tool (ERMT). The Commission will ensure that a comprehensive work plan emanates from the strategy, which would include an Election Project Plan (EPP) for the 2019 general elections.

During the implementation of this strategic plan, priority will be given to re-orientation of staff, change management, mobilsation and effective utilization of resources, deployment of tools and systems that have been developed over the years, and utilization of technology. In addition, the Commission will review registration and voting processes to make it easier for voters to participate in the process. Furthermore, the Commission will step up action on monitoring political parties, especially candidate nomination and campaign finance. Similarly, the Commission will intensify its partnership with civil society group, especially in civic and voter education and election monitoring and observation. In order to facilitate effective prosecution, reduce impunity and enhance deterrence, the Commission will establish a prosecution unit staffed by trained prosecutors to facilitate quicker and efficient prosecution of electoral offences.

4.3   Human Resource and Organisational Development

Human resource and organizational development will be a key priority with this strategy focusing on re-orientation, change management and promotion of co-operation and synergy among the departments.

During this plan period, the Commission will review and improve its staff conditions of service, design and implement a posting policy for the deployment of its personnel. This will ensure that staff do not become entrenched in particular duty posts. It will also afford staff the opportunity to become reasonably acquainted with different aspects of the Commission's operations. The Commission will accelerate professional development of staff and improve their work environment and remuneration, while strengthening its disciplinary mechanisms. All this will help to build a corps of professional, committed and honest staff.

In the recruitment of ad hoc staff, the Commission will take advantage of its pool of existing ad hoc staff by creating a database of such staff. The Commission will harvest from this pool during elections. Similarly, the process of online recruitment will be revisited to make it easier for the Commission to recruit ad hoc staff for its operations.

4. 4   Resource Mobilisation and Financial Management

Budget planning and execution will be improved. The Commission will explore funding sources beyond traditional sources from government and development partners. It will also design engagement programme with the Ministry for Finance, the Budget Office and Bureau of Public Procurement to appraise these institutions of the peculiarities of its operations and challenges.

During the Plan period, the Commission will fully activate INEC Fund as provided in Section 3 of the Electoral Act 2010 (as amended). Also, in order to ease the burden of funding during election

periods, the Commission will spread general elections budgets across the financial periods covered by the election cycle. This strategy will also facilitate early planning for elections.

The Commission will continue the process of automation of its financial management systems, including an end-to-end automation of its e-payment system. Furthermore, improved accounting systems will be established with new policies on vouchering, claims and payments.

4.5 Communication

The quality of communication will be improved. Both internal and external communications will be enhanced. Communication between the Headquarters, State and LGAs areas will be improved as well as communication among the departments of the Commission. The use of new media in communication will be enhanced. The Communication Policy of the Commission will be reviewed, while the website will be overhauled to improve information availability and introduce new features and capabilities to support more direct interaction between the Commission, electoral stakeholders and the general public.

4.6 Electoral Institute

The Electoral Institute will continue to exist as a semi-autonomous unit of the Commission, with a Governing Board and will be responsible for research, training and publications of electoral matters. Persons of high integrity, professionalism and appropriate knowledge will be appointed into the Board and as staff of the Institute.

4.7 Information Technology

The commission will improve on the deployment and utilization of ICT for both its day-to-day activities and for elections. The capacity of staff will be built on the deployment and utilization of IT. Technical support will be provided to facilitate deployment and utilization of ICT in the Commission. A comprehensive IT policy, including a policy on emails, will be developed and implemented during the plan period.

4.8 Documentation

The quality of documentation in the Commission will be improved upon across board. The capacity of staff to document the activities, trends and issues in the Commission will be built. The Electoral Institute will be strengthened to document research reports on elections.

SECTION FIVE

CONTEXTUALIZING THE PLAN

5.1 Historical Context

The evolution of a Western election management system in Nigeria dates to the colonial era. Elective democracy was introduced in the country in March 1920, with the Townships Ordinance that provided for three elected members of the Lagos Town Council. The Nigeria Legislative Council was subsequently established in September 1923 with four elected Nigerian members, three for Lagos and one for Calabar. The Legislative Council increasingly became a platform for contests between early political associations for seats, a practice that also largely formed the basis for bolder demands for constitutional reforms requiring the representation of Nigerians in the management of their affairs.

Through major Constitutional reforms in 1922, 1946, 1951, 1954 and 1956, the elective principle was gradually established in Nigeria. In 1959, the first Election Management Body in Nigeria, the Electoral Commission of Nigeria (ECN) was established. The ECN managed the Independence Elections of November 1959, but was subsequently replaced by the Federal Electoral Commission (FEC) 1960. The FEC managed the Federal and Regional elections of 1964 and 1965.

The Federal Electoral Commission (FEC) was dissolved as a result of the military coup d'état of 15th January 1966, and it was not until November 1976, when the military began planning for a handover of power to a civilian administration, that another electoral management body, the Federal Electoral Commission (FEDECO) was established. FEDECO conducted and managed the electoral process that ushered in Nigeria's Second Republic in 1979. It also conducted the 1983 General Elections.

A military coup in August 1984 brought in another Military Administration that established the National Electoral Commission (NEC) in 1987, as part of its transition to civil rule. NEC conducted elections into Local Councils 1987, and the National Assembly, governorship and the presidential elections in 1993. The Military Administration annulled the Presidential Election of June 12 1993, and although NEC was reconstituted towards the end of 1993 to conduct a fresh Presidential Election, it was again dissolved when the Interim National Government was removed by the military in November 1993.

The National Electoral Commission of Nigeria (NECON) succeeded NEC in December 1995 and was expected to manage elections that will establish a civilian government to replace the military government of General Sani Abacha, which was never actualized. The emergence of a new military administration under Gen. Abdulsalami Abubakar in June 1998, following the death of Gen. Sani Abacha, resulted in the dissolution of NECON and the creation of Independent National Electoral Commission (INEC) by Decree No 17 of 1998, which was later repealed by an Act of the National Assembly, the Electoral Act, 2006.

5.2 International Context

Elections are very important in a democracy. Indeed, election is a significant pre-condition for modern democratic societies. Election is crucial because it gives the procedure that allows members of an organization or community to choose representatives who will hold positions of authority within it.[1] It has been documented that elections prevent tyranny, confirm authority, articulate externally determined truth, select and empower representatives, allow the will of the people to be articulated and carried into effect, prevent selfish interest from using the control of government to exploit others, promote the flowering of human potential and foster the development and maintenance of viable countries.[2] Elections perform the function of legitimation, installation of officials, selection and choice, representation and popular involvement.

In any democratic system, it is crucial that elections be free and fair. Mackenzie (1967) identified four conditions for the conduct of a free and fair election viz.:

(1)   An independent judiciary to interpret the electoral laws;
(2)   An honest, competent non-partisan electoral body to manage the elections;
(3)   A developed system of political parties;
(4)   A general acceptance by the political community of the rules of the game.[3]

For elections to be meaningful, they need to be periodic, competitive, definite and inclusive in an atmosphere where citizens can participate actively. Meanwhile, it has been pointed out that elections are highly technical and political and the two elements are interdependent.[4] A technically proficient election conducted in a negative political climate will be useless and an environment of political goodwill will not salvage a technically defective election. The technical issues include the legislative framework, composition and acceptance of the EMB, voter registration, party organization, voter education, security, election observation, dispute resolution, results collation, campaign finance, etc. The political issues include interference in the management of EMB, insecurity and funding of election.

5.3 National Context

5.3.1 Introduction

Nigeria occupies a vast expanse of land with area of 923,768 square kilometres. It has a population of 140,431,790 million according to the 2006 population census. The estimated population in 2016 was put at 182 million.[5] Nigeria is a diverse country with over 250 ethnic groups and 400 languages and dialects.[6] The country is multi-religious with Christianity and Islam, being the major religious groups. The country equally has a significant number of adherents of African Traditional Religion (ATR). Nigeria is a federation and administratively divided into 36 states and a Federal Capital Territory (FCT). The states are broadly grouped into six geo-political zones namely: North Central,

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[1] Ujo, A. A. (2000), *Elections: A Guide for Students and Election Managers*. Kaduna, Anyaotu Enterprises and Publishers (Nigeria) Limited.
[2] Katz, R. S. (2011), *Democracy and Elections*. Oxford University Press
[3] Mackenzie, W. J. M. (1967), *Free Elections*. London, George Allen and Unwin
[4] Id21 Insights 74, August, 2008. Institute of Development Studies, University of Sussex, Brighton, UK
[5] www.population.gov.ng

North East, North West, South East, South South and South West zones. There are 774 local government areas in the states and six area councils in FCT.

5.3.2 Political Context

Nigeria is a leading and most populous country in Africa and plays important roles in Africa and international affairs. She attained political independence in 1960 after 99 years of British colonial rule (1861-1960). In January 1966, the military intervened and overthrew the civilian regime. Although the country returned to civilian rule in October 1979, the military intervened again in December 1983 forcing the country to come under military regime until May 1999. In effect, the military has ruled for 30 years of the 56 years since independence in 1960. Nigeria is endowed with human and natural resources, but years of autocratic and debilitating military rule rendered the country vulnerable to arbitrary and often poor governance, lack of transparency and accountability, lawlessness, economic instability and human rights violations.[7] The return to civilian rule in May 1999 led to the election of Chief Olusegun Obasanjo, who was president from 1999-2007. In April 2007, Alhaji Umaru Musa Yar'Adua was elected to succeed Chief Obasanjo, but he died in office in May 2010 and was replaced by his Vice-President, Dr. Goodluck Ebele Jonathan, who was elected in a general election in April 2011. In April 2015, Gen. Muhammadu Buhari, an opposition leader who had contested elections four times defeated the incumbent and was elected president. Some observers have documented a progressive degeneration in the management of election in Nigeria from 1923 to 2007.[8] But contrary to this trend, local and international observers adjudged the 2011 elections to be free, fair and credible. The gains of the 2011 elections were consolidated in the 2015 elections.

5.3.3 Economic Context

Nigeria is endowed with human and mineral resources. From 1999 to 2014, the country received over 70 trillion naira from sale of crude oil.[9] But the level of poverty in the country is very high, with widespread depravations in the midst of plenty. Long years of military rule and poor policies combined with rent-seeking culture have left the country with a high level of poverty, low industrial and infrastructural base and low access to basic social services.

From 1990-1999, the economic growth rate in Nigeria was between 2-3 percent. But from 2000-2015, the economic growth rate more than doubled to between 6-8 percent. But in 2016, Nigeria slipped into recession as a result of many factors, including falling price of oil, vandalisation of oil pipelines and destruction of oil facilities due to renewed militancy in the Niger Delta, continued insurgency in the Northeast, as well as communal clashes, banditry and other criminal activities in various parts of the country.

The resultant decrease in government revenue may possibly lead to drop in the budgetary allocation to INEC, while the scepter of insecurity will impact negatively on the electoral process. Furthermore, the increasing level of youth unemployment and cost of living as well as economic

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[8] Igbuzor, O (2009), Strategies for Restoring Franchise in Ibrahim, J. and Ibeanu, O (Eds), *The 2007 Election and Subversion of Popular Sovereignty*. Abuja, Centre for Democracy & Development.
[9] Adio, Waziri (2016), Nigeria earned N70 trillion in 15 years without Saving

hardship in the country, can affect or create ethical dilemma for INEC employees and adhoc staff, necessitating the need for effective human resource and organisational development.

5.3.4 Social Context

The socio-economic and development indices for Nigeria are very poor. In its Human Development Report for 2011, the UNDP ranked Nigeria 156 out of 187 countries. For three years in 2014, 2015 and 2016, Nigerian remained in the same position-152 out of 188 countries. Similarly, the Country has been consistently rated by Transparency International (TI) to be among the most corrupt countries in the World in its Corruption Perception Index. For example, Nigeria was rated as the most corrupt country in the world in 2000 with marginal improvement in 2001 and 2003 when Nigeria was rated as the second most corrupt country. However, in 2014 and 2015, Nigeria ranked 136 out of 175 and 170 countries respectively. There is evidently a degeneration of values as the values of integrity, transparency and accountability decline.

5.3.5 Technological Context

In the last few decades, globalisation, characterized by rapid technological development in the area of information, communications and transportation has been a defining phenomenon across the world. The Information, Communication and Technology (ICT) sector has become one of the greatest drivers of change, expansion and innovation in the 21st Century. ICT can reduce transaction costs and improve productivity; offer immediate voice, data, visual connectivity; improve efficiency, transparency and accuracy; increase choice in the market place and provide access to otherwise unavailable goods and services; widen geographic scope of potential stakeholders and channel knowledge and information of all kinds. The rate of technological innovation has accelerated dramatically in the last four decades.[10] The ICT sector includes hardware, software, the internet, telephony, content, application and support services, which can be very useful in the in election work. ICT can be a powerful catalyst in promoting free, fair and credible elections.

Global System for Mobile Communication (GSM) and social media have become very important for personal and organizational use. They are useful in sending messages; connecting with people and organisations; adverstising and education; and creating brands. The reach of the social media is unprecedented. By the third quarter of 2016, Facebook had 1.79 billion active users.[11] In Nigeria, there were more than 16 million active Facebook users by February 2016.[12]

Advancement in various communication technologies has brought about increased efficiency in the dissemination of information worldwide. These technologies can improve election administration and election observation and contribute significantly to free, fair and credible elections.

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[10] Kramer, W. J, Jenkins, B. and Katz, R. S. (2007), The Role of the information and Technology Sector in Expanding Economic Opportunity. *Corporate Social Responsibility Initiative Report N. 22* Cambridge, MA: Kennedy School of Government, Harvard University.
[11] www.statista.com
[12] www.financialnigeria.com

SECTION SIX

ORGANISATIONAL ASSESSMENT

6.1 Historical Review of Electoral Commissions in Nigeria
The first election held in Nigeria was into the legislative Councils in Lagos and Calabar in 1922 in line with the Clifford Constitution. During the colonial period, civil servants in the colonial administration organized elections. But from the 1959 elections, separate election management bodies were set up to conduct elections in Nigeria. The Electoral Commission of Nigeria (ECN) was set up to conduct the Independence Elections of November 1959, while the Federal Electoral Commission (FEC) conducted the February 1964 Midwest region elections, the December 1964 federal elections and the 1965 Western regional elections. On 15 January, 1966, the first military coup d'état took place and the military ruled from 1966-1979. The 1979 Constitution of the Federal Republic of Nigeria established the Federal Electoral Commission (FEDECO), which organized the August 1979 and August 1983 general elections. In 1987, the Babangida regime established the National Electoral Commission (NEC), which organized elections in 1992-1993 and finally the June 1993 presidential elections that was adjudged to be free and fair, but annulled by the regime. The 1999 Constitution established the Independent National Electoral Commission (INEC).

Table I: Election Management Bodies in Nigeria

S/No	Name of Election Management Body (EMB)	Period of Existence
1.	Electoral Commission of Nigeria (ECN)	Up to 1959
2.	Federal Electoral Commission (FEC)	1960-66
3	Federal Electoral Commission (FEDECO)	1976-1983
4	National Electoral Commission (NEC)/National Electoral Commission of Nigeria (NECON)	1987-1998
5	Independent National Electoral Commission (INEC)	1998-date

Some scholars argue that Electoral Commissions lie at the heart of the problem of elections in Nigeria.[13] At different times, the Electoral Commissions have been accused of rigging elections either through connivance with the incumbent regime or poor performance of its functions. Electoral Commissions have themselves based their performances in elections on inadequate legislation, poor funding, lack of real autonomy and independence, lack of understanding and compassion by the public at large, the negative designs of political parties, partisan interests on the part of members, difficult terrains, failure of other stakeholders in elections to play their roles effectively and other factors.[14]

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[13] Iyayi, Festus (2006), *Elections, INEC and the Problem of Election Mindsets in Nigeria*. Abuja, The Electoral Institute, Independent National Electoral Commission.
[14] ibid

In the 2011 – 2016 strategic plan, there was a reorganisation of INEC, which partly accounted for improvement in the outcome of the 2011 and 2015 general elections. There is a need to consolidate on the gains by focusing the organization on its mandate, re-orienting the staff, mobilizing and utilising resources efficiently and effectively, deploying already developed tools and systems and taking advantage of technology to improve processes and ensure consistency and credibility.

6.2 Reforms of 2010 - 2015

Nigeria's political and electoral experiences since the first council elections in 1922 consistently demonstrate some recurring problems and challenges faced by election managers. Broadly summed-up under the umbrella of deficit in electoral integrity, these challenges emanate from forces both internal and external to the EMB. Internally, these challenges ranged from election logistics, election staff management, management of political parties and candidates, procurement of election materials, voter registration, to the short term, almost ad-hoc view of the elections as events rather than processes. Externally, various forms of electoral fraud, election violence, culture of impunity, use of the power of incumbency to influence the election process and outcomes, have equally been great challenges to the conduct of elections.

Three sets of issues defined the reforms that took place in INEC between 2010 and 2015. First, there are broad issues of the electoral framework, particularly as it concerns making INEC an independent and accountable EMB. In this regard, there are six core issues:

a) The mode of appointment of members of the Commission;
b) Unbundling the Commission to make it more focused on delivering good elections;
c) Electoral adjudication particularly the issues of election-related cases and prosecution of electoral offenders;
d) Funding of INEC to ensure its independence from government, particularly the Executive arm of government;
e) Relationship between INEC as the federal EMB and State Independent Electoral Commissions (SIECs) as regional EMBs; and
f) The electoral system, particularly the issue of simple plurality versus proportional representation.

Secondly, there are issues linked to specific institutional and structural reform of INEC. These include:

a) The optimal organisational structure of the Commission;
b) Lack of clarity in job descriptions and conflicting or overlapping functions;
c) Lack of clarity in reporting processes;
d) Clarifying the role of the Commissioners in policy making and policy implementation;
e) Poor record keeping;
f) Weak rules and regulations;
g) Disciplining of staff.

Finally, there are issues relating to improvements in election management. These include the following:

a) Issues of planning, operations and logistics;
b) The voters roll or register;
c) Voting procedure;
d) Design and handling of ballot papers;
e) Election security;
f) Counting, tallying and announcement of results.

Table 2: INEC Reforms 2010 - 2015			
Area of reform	**Issue**	**Description**	**Progress made**
Broad issues of electoral reform	Mode of appointment of members of the Commission	Appointment of members of INEC as provided for in the 1999 Constitution is made by the President and there have been concerns that Presidents exercise this power to favour partisan interests. Confirmation of appointees is by the Senate, which is usually dominated by the ruling party. Reformers have sought to take the power away from the President and vest it in the wider public and more neutral bodies; such as the National Judicial Council.	No change has occurred in the process of appointing people to the Commission.
	Unbundling the Commission to make it more focused on delivering good elections	INEC's role is seen as too extensive, covering election management, delimitation of constituencies, registration and regulation of political parties and prosecution of election offenders. Reformers argue for INEC to be unbundled to focus strictly on election management. Creation of separate bodies to handle political parties, delimitation of electoral boundaries and prosecution of electoral offences is widely put forward as reform issues.	No change has occurred in this regard.
	Electoral adjudication particularly the issues of election-related court cases	Here reforms seek to address the need to complete all election related cases before winners are sworn-in. There have been election cases that lasted till the end of the tenure of officials	INEC has sought to fix general elections early to provide for adequate time for cases to be settled. Constitutional amendments in 2010 also limit the time for post-election matters to 180 days. For pre-election cases, which are presently not time-

		whose victories were subject of the cases.	barred, INEC has recommended for specific timeframes to also apply.
	Funding of INEC to ensure its independence from government, particularly the Executive arm of government	INEC's dependence on the government for funding is seen as a source of partisan influence. Reform addresses the need to make INEC financially independent of government, particularly the Presidency by making it a first charge on the consolidated revenue of the federation.	INEC now has a "first line charge" status. The policy of "mopping up" funds after a financial year does not apply to INEC. Also, INEC is allowed to make investments and Section 3 of the Electoral Act creates an INEC fund, though this has not been fully operational
	Relationship between INEC as the federal EMB and State Independent Electoral Commissions (SIECs) as regional EMBs	Reformers argue for the abolition of SIECs and integration of their functions into INEC's work.	This requires constitutional amendment, since SIECs are created by the Constitution. No change has occurred.
	The electoral system, particularly the issue of simple plurality versus proportional representation.	The simple plurality (First-Past-the-Post) is seen to be behind the cutthroat nature of politics and the determination of politicians to win by all means, including pressuring INEC. The introduction of proportional representation is widely canvassed as a major dimension of electoral reform.	No change has occurred in this regard.
Structural and organizational reform of INEC	The issue of the optimal organizational structure of INEC	The INEC bureaucracy is widely perceived as unwieldy, which is partly blamed for corruption. Reformers call for functions to be streamlined and Units pruned down to make INEC more efficient in election management. The major challenge to achieving this is the well-organized informal groups in the bureaucracy, particularly those pushing ethnic balancing in the Commission. There are concerns about loss of jobs.	The Commission engaged the *PriceWaterHouse Coopers* (PWC) to conduct a comprehensive review of the structure of the Commission. The recommendations led to the pruning down of Departments and Directorates to 19. In addition, INEC has put in place clear policies, regulations and guidelines to guide its activities, including a Communication Policy, a Gender Policy, Guidelines on Election Monitoring, Political Party Regulations, etc.

	Lack of clarity in job descriptions and conflicting or overlapping functions	Many overlapping functions are apparent in INEC. In many cases, there are no clear job descriptions for positions. The reforms aim to clarify roles and define duties and responsibilities.	The PwC report detailed the job descriptions for all staff of the Commission.
	Lack of clarity in reporting processes	Part of the problem in the organizational structure of INEC is lack of clarity in reporting lines. The relationship between the Commissioners and the Secretary in the running of the day-to-day activities of the Commission is a major issue. The reporting lines between the Commissioners, the Secretary and the staff lack clarity.	The reorganization that followed the PwC report clarified the reporting lines. In addition, the Commission embarked on the reform of its business processes, which further clarifY these concerns.
	Role of the Commissioners in policy making and policy implementation	The Commission consists of one Chairperson and 12 Commissioners. Is this an executive or a policy body? This remains a contentious issue.	As a permanent, full-time body, the Commission has both policy role and supervisory role over the implementation of policy. Through the Standing Committees of the Commission, National Commissioners preside over policies and oversights Departments.
Improved election administration	Issues of planning, operations and logistics	INEC's planning is considered weak. Reforms sought to institutionalize timely planning and implementation of activities, both during election and off-election years.	A great deal of advanced planning was carried out before the 2011 and 2015 General Elections through the Election Planning and Implementation Committee (EPIC) established by the Commission. For the 2015 general elections, the Commission for the first time established a comprehensive planning process that led to the Election Project Plan (EPP). In addition, a number of election management mechanisms have been established, including the Election Management System (EMS), Election Risk Management Tool, Election Violence Mitigation and Advocacy Tool, Business Process

			Reform, etc. Above all, the Commission has institutionalized the Strategic Plan as an overarching mechanism for all its activities.
	The voters roll or register	For many years, the register of voters was flawed as it contained many wrong entries. Many registered voters were also missing in previous registers, which flawed past elections.	A new electronic Voters Register was compiled in January 2011 containing biometric features of voters. With over 70 million validated entries, the register is the largest single database of information about Nigerians today. Also, the Commission has introduced a chip-based voters card.
	Voting procedure	A major challenge to voting in Nigeria, for many years, was that voting procedures made vote tampering possible. Stuffing of ballot boxes and multiple voting were rife. Reforms sought to correct these anomalies.	A new voting procedure known as RE-MOBS involving the completion of accreditation before voting was adopted for the 2011 and 2015 elections, making it difficult for multiple voting and enabling voters to be present to witness the counting and announcement of results at the polling units. For the 2015 General Elections, the Commission introduced the card readers to verify voters using their fingerprints before they voted. With this system in place, the Commission has reverted to continuous accreditation and voting.
	Election security	Reforms here focused on containing security threats during elections.	A new initiative on securing elections called the Interagency Consultative Committee on Election Security (ICCES) was introduced making it possible for all security agencies and INEC to develop a common plan for securing elections and to harmonize operational processes.
	Counting, tallying and announcement of results	In this regard, reforms sought to address result tampering during counting and tally, which was common in past elections.	Counting and tallying of elections were made more open from the polling unit to collation. Thus, the tallying of the Presidential election result was broadcast live on local and international television. In addition, the Commission has

			piloted electronic collation and transmission of votes.

Source: Okechukwu Ibeanu 'Independent National Electoral Commission (INEC)' final report for the World Bank *AFT: PREMB Project*, Abuja: The World Bank Group, 2013, pp.12 – 13.

One of the most critical success factors in both the 2011 and 2015 General Elections was the readiness and consistency of the Commission, to reposition itself to provide credible electoral services by systematically addressing these and similar challenges in a series of broad plans designed to reform, not only the conduct of elections by the Commission, but also the electoral process. The 2012-2016 Strategic Plan and Plan of Action encapsulated some of these reforms in a sustained and programmatic fashion. However, the entire reform programme went far beyond the Strategic Plan. Indeed, the 2012-2016 SP and SPA were the by-products of the LAST Commission's insistence on the reform of the electoral process. Thus, the entire context of the planning, conduct and management of the electoral process during the last Electoral Cycle was driven by the Commission's unwavering commitment to electoral reforms. Only in this context can we understand the various planning tools deployed to conduct the 2015 General Elections, identify the role they played, and assess their efficacy in planning for the 2017-2021 Strategic Plan and Strategic Plan of Action. The idea behind these tools was to develop a medium for long term planning culture and institutional memory in the Commission so that electoral planning could be moved from its traditional last-minute, knee-jerk reaction to events in the electoral and political processes, to more deliberate and programmed actions with specific implementation timelines, as well as, the identification of specific responsibilities to actors.

It was in this light that policy tools and projects, such as post-election, administrative restructuring, strategic planning, Election Management System (EMS), Election Project Plan (EPP), the Election Risk Management (ERM), Elections Operations Support Centre (EOSC), as well as, the formation of organs like ICCES, communications policy, gender policy and sustained stakeholder engagements became central to electoral planning and management.

6. 3   Key Challenges and Opportunities

The stability of societies depends to, a large extent, on smooth political succession and the mechanism of choosing elective public political office holders. It is, therefore, necessary that there is a level playing field for candidates and participants in the electoral process. But it has been shown that there were many challenges with the conduct of elections in Nigeria from the 1922 election to the 2007 election. It has been documented that elections in Nigeria are constant tales of violence, fraud and bad blood.[15] The challenges include among other things, irregularities which put the credibility of the entire electoral process in doubt; problems with the legislative framework, which put constraints on the electoral process. Several organisations are not playing their roles to ensure credible, free and fair election; the electoral system does not give room for inclusiveness; lack of independence of electoral commissions; long process of election dispute resolution; irresponsible behaviour by many politicians and their followers, manifesting in thuggery and violence; lack of strong and effective democratic institutions and monetisation of politics. It has also been documented that money not only determines who participates in electoral politics, but

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[15] Agbakoba, Olisa and Ilo, Udo Jude (2004), *Where did we go Wrong? A Review of the 2003/2004 Elections in Nigeria*. Lagos, The Human Rights Law Service.

drowns votes and voices in Nigeria, as 'godfathers' openly confess about shady deals, funding or sponsoring elections for 'godsons' and purchasing electoral victory.[16] The end result of the challenges is that the votes of the citizens did not count in those elections.[17]

The 2011 general election was, however, adjudged by local and international observers to be free, fair and credible despite some challenges. 2015 general and subsequent elections were an improvement on the 2011 elections as noted from the review of the 2012-2016 INEC strategic plan. But there are still a lot of challenges. The challenge of the political and legal framework of electoral governance remains unsolved. Although, there was a review of the electoral law before the 2015 elections, it did not address some fundamental issues, such as Out of Country Voting (OCV), power of INEC to disqualify candidates who do not meet criteria for elections, and provisions on constituency delimitation.

The challenges also include a political culture characterized by violence; partisan use of state resources at federal, state and local government levels, through the power of incumbency and monetized politics. In other words, an unrelenting culture of impunity persists and is probably the greatest danger to the conduct of credible, free and fair elections in Nigeria. Similarly, the political parties have not been accountable to members and are unable to practice internal democracy leading to internal wrangling and factionalisation of parties. This is not unconnected with the lingering poor mindset of the political class, political parties and the general public on what it takes to win elections, which usually involves malpractices.

Despite the challenges mentioned above, there are great opportunities for the Commission to make the necessary strategic moves to consolidate the gains of the 2011 and 2015 general elections and improve on the conduct of elections in Nigeria. First and foremost, the current international and national context favours democracy and this is evidenced by the collective will of ECOWAS and the international community to insist on the handover of power by the former President of Gambia, Yahya Jameh.

Secondly, the Commission staff has long years of experience in conducting elections, which is a great asset to the Commission.

Thirdly, there is a pool of technical and financial support from development partners, which the Commission can leverage upon in the implementation of the strategic plan.

Fourthly, the Commission has accumulated vast experience in dealing with security, logistics, operations and technology during elections.

Finally, the use of ICT and its increasing penetration in Nigeria, has opened up additional avenues of assisting in the conduct of free, fair and credible elections.

This Strategic Plan is intended, therefore, to seize these opportunities and focus on strategic direction and actions that will impact on the environment in such a way as to lead to further improvement in the conduct of free, fair and credible elections. The new strategy will learn from

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[16] Adetula, V. A. O. (2008), *Money and Politics in Nigeria*. Abuja, IFES, Nigeria.
[17] Transition Monitoring Group (2003), *Do the Votes Count? Final Report of the 2003 General Elections in Nigeria*.

the history of elections in the past, take note of the challenges and utilise the opportunities that are now available to improve on the conduct of free, fair and credible election in Nigeria.

6. 4   Stakeholder Analysis and Strategic Choices

In order for INEC to achieve its mandate, it interacts with multiple stakeholders including the executive, legislature, judiciary, political parties, candidates, the media, security agencies, civil society organizations, development partners, election observer groups (domestic and international), the electorate, traditional rulers, ad-hoc staff, NYSC directorate, contractors/vendors, service providers, including CBN, commercial banks and insurance companies, Faith-based Organisations (FBOs), Trade Unions, Professional bodies, National Orientation Agency (NOA), and persons living with disabilities.

Some of the stakeholders such as the executive, legislative and political parties have significant powers and have a high level of interest in the Commission's activities. The Commission will have to engage them fully in its decisions and actions. Some of the stakeholders such as security agencies, contractors/vendors and service providers are crucial for the work of the Commission and there is need for continuous engagement. Other stakeholders such as CSOs, development partners, FBOs and Trade Unions show a lot of interest and support for the Commission's activities and they should be regularly informed and carried along.

It is clear that the Commission has reversed the trend of progressive degeneration of outcomes of elections from 1922 to 2007 with the conduct of the 2011 and 2015 general elections. The Commission will now focus on its mandate guided by its vision, mission and values; and will utilise this strategy to address the identified challenges, including the legal framework for the conduct of elections, Out of Country Voting (OCV), smart cards, monitoring of political parties, especially in terms of campaign finance and internal party democracy, synergy among departments, conflicting court judgments and improvement of logistics. It will tap on the tremendous goodwill and support of citizens, politicians and the international community, to increase its voter education and deployment of ICT, including social media.

SECTION SEVEN

MONITORING AND EVALUATION FRAMEWORK

7.1 Introduction

A key step towards building trust and ensuring effectiveness, credibility and accountability of the INEC Strategic Plan, is the development of a monitoring and evaluation (M and E) framework. Monitoring and Evaluation are key functions of management. They start from the strategy process where key indicators are determined to be monitored and evaluated. The framework used for this strategy highlights the strategic objectives, indicators, means of verification and assumptions. The long-term impact will be free, fair and credible elections.

INEC Management shall operationalise the monitoring and evaluation framework through routine data collection, survey, progress monitoring, management review, stakeholder meetings and annual reviews. The Directorate of Planning and Monitoring under the office of the Chairman of the Commission and the Standing Committee of the Commission on Planning, Monitoring and Strategy will elaborate details of the M and E activities, which will include periodic assessments of plan implementation. The outcome of these assessments would inform adjustments in both structure and processes of plan implementation, if necessary.

Moreover, there will be a midterm review of the Plan in 2019, after the General Elections, which will involve management and staff, stakeholders and partners of INEC.

7.2 Results Framework

Table 7.1 Monitoring and Evaluation Framework for INEC Strategic Plan			
OBJECTIVES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MOV)	ASSUMPTIONS
1. To provide electoral operations, systems and infrastructure to support delivery of free, fair and credible elections	a) *INEC's input paper submitted to Constitutional and Legal Reform Committees published* b) *Constitutional and Legal Reforms reflect desired changes contained in INEC's position paper.* c) *Review of Election Regulations/Guidelines for the 2019 General Elections* d) *Frequency and timeliness of voter register update.* e) *No of ICT equipment purchased* f) *No of personnel effectively using ICT* g) *Extent to which electoral processes reflect transparency and accountability.* h) *(h) Electoral conflict management processes in place.* i) *No and distribution of new polling units established across the country.* j) *Development of the 2019 EPP*	(a) INEC position paper; National Assembly Constitution Review Committee report. (b) Amended Constitution (c) Amended Electoral Act & Gazette regulations (d) Voter Register (e) Approved Regulations/Guidelines (f) Commission approved ICT and e-mail policy; Commission-wide use of official email; revival and deployment of intranet (g) Election Observer reports (h) Deployment of ERM and periodic collection and publishing of election data; No of cases of electoral conflict speedily and successfully mediated/resolved. (i) List of Polling Units published for 2019 elections (This cannot be MOV for this OVI) (j) Election Project Plan (k) Media reports; number and frequency of stakeholder engagements	Political stability National Assembly will complete the constitutional review process.

2. To improve civic & voter education, training and research	*(a)Existence and deployment of voter education manual at all levels.* *(b) No of persons (by sex and location) trained on relevant themes/voter education modules.* *(c) Existence and deployment of a comprehensive training curriculum for all categories of staff and stakeholders.* *(d) Existence of a civic education curriculum for primary and secondary schools and general studies for tertiary institutions.* *(e) No of Schools (primary, secondary and tertiary institutions) deploying the civic education curriculum.* *(f) No and type of research commissioned by INEC and partners on election management in Nigeria.* *(g) Extent of re-organization and repositioning of Electoral Institute.* *(h) Existence of publications and functional database on electoral issues in Nigeria* *(i) Ratio of female to male voters per election disaggregated by location.* *(j) Existence of policies for the inclusion of marginalized groups (Nigerians in the Diaspora, persons with disabilities, IDPs, prisoners) in the electoral process.* *(k) Development of relevant and effective voter education strategy and content*	**(a)** Voter Education Manual **(b)** Staff training curriculum **(c)** Civic Education Curriculum **(d)** Research reports/publications **(e)** Database **(f)** Election review report **(g)** Policies **(h)** Media reports	Stakeholders willing to participate actively in the electoral process.
3. To register and monitor the operations of political parties	*(a) No of political party chieftains/executives expressing*	**(a)** Media report **(b)** Survey report	

			Political parties are willing to cooperate with INEC
	satisfaction with the political party registration process.		
	(b) *No of comprehensive political party monitoring reports highlighting relevant issues published and disseminated.*	**(c)** Political Party monitoring reports	
	(c) Existence of comprehensive framework for the operation of political parties.		
	(d) *No of key stakeholders (by sex and location) expressing satisfaction with political party processes.*	**(d)** INEC Regulations/Guidelines	
	(e) *Membership List of Political Parties*	**(e)** Media reports **(f)** Survey reports	
	(f) *Publication of Audited Reports of Political Parties*		
	(g) *Publication of the Reports of the Commission's Monitoring of Party Congresses & Primaries*		
	(h) *Guidelines for Monitoring Hate Speech*		
	(i) *Reports on Parties, and Candidates Access to Media*		
4. To interact nationally and internationally with relevant stakeholders	**(a)** *No of consultative meetings / stakeholder fora / platforms for engagement established with various categories of stakeholders per location.*	**(a)** Meeting reports	Stakeholders are willing to partner with INEC
	(b) *No of editions of INEC newsletter published and disseminated.*	**(b)** INEC Newsletter	
	(c) *No of election observers (both domestic and international) identified, screened and deployed per election (by sex and location).*	**(c)** INEC report on election observation	

	(d) No of strategic partnerships established with civil society organisations (including MoUs signed).	**(d)** MoUs	
	(e) Range of multimedia deliverables, listenership and viewership numbers.		
	(f) Existence and functionality (existence of guidelines, specific engagements, trainings, periodic meetings) of an Inter-agency committee on election security.	**(e)** INEC Media reports	
	(g) Frequency of web hits, social media presence and pings on Commission's platforms	**(f)** Meeting reports	
5. To strengthen INEC for sustained conduct of free, fair and credible elections	*(a) Development and consolidation of Monitoring and Evaluation Frameworks for the SPA and the 2019 General Election (EMS, ERM, Situation Room)*	**(a)** Harmonization of Key Performance Indicators across Monitoring Platforms into a Single Monitoring Instrument for Monitoring Elections **(b)** Revival and Reorganization of EMS Secretariats at HQ and in States **(c)** Establishment of EMS Platform and Dashboard for Anambra, Osun, Ekiti and the 2019 GE. **(d)** Study tour reports **(e)** Capacity audit reports **(f)** Meeting reports	National Commissioners, Resident Electoral Commissioners and Management cooperate.

	(b) *Number of electoral study tours conducted towards improving capacity of management and staff of INEC.*	**(g)** Survey report	
	(c) *Evidence of improved communication, coordination and teamwork between INEC headquarters, States and LGAs.*	**(h)** Creation of Databases **(i)** Staff survey **(j)** Training Needs Analysis report	
	(d) *No of personnel expressing satisfaction with improvements in INEC's work environment, infrastructure and operations.*	**(k)** Gender Policy **(l)** Programme reports **(m)** Financial reports **(n)** M and E reports	
	(e) *Existence of a functional and accessible database.*		
	(f) *No of personnel expressing satisfaction with INEC's human resource management, staff development, discipline and welfare.*		
	(g) *Existence and implementation of a gender policy for INEC.*		
	(h) *Existence of budget and expenditure analysis report*		
	(i) *Existence and utilization of M and E plans and tools for monitoring and evaluation of the new strategy* .		

ENDNOTES