

**STAKEHOLDER MANAGEMENT AND COMPLIANCE WITH
ELECTION GUIDELINES IN UGANDA: A CASE STUDY OF
THE 2006 ELECTIONS IN KASESE TOWN COUNCIL**

By

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APPROVAL

We certify that Nadduli Ahmed Musisi carried out this study and wrote the dissertation under our supervision. We confirm it is his own work.

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DECLARATION

I, Nadduli Ahmed Musisi, declare that this dissertation entitled stakeholder management and compliance with election guidelines in Uganda: a case study of the 2006 elections in Kasese Town Council is a result of my own research efforts and investigation. It has not been submitted to any other institution of learning for the award of any degree any other award.

Signed:

Date:

DEDICATION

This humble contribution is dedicated to less influential stakeholders who are negatively affected by projects and those that champion their cause.

It is dedicated to all friends that read this work and accordingly advised me. Although I could not incorporate all their ideas, certainly their criticism made this dissertation better.

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LIST OF ACRONYMS

ADR	-	Assistant District Registrar
ARO	-	Assistant Returning Officer
CENI	-	Commission Electorate Nationale Independante (Togo)
DR	-	District Registrar
EC	-	Electoral Commission – Uganda
ECK	-	Electoral Commission of Kenya
FDC	-	Forum for Democratic Change
IEC	-	Independent Electoral Commission of Gambia
IFES	-	International Foundation for Election Systems
INEC	-	Independent National Electoral Commission of Nigeria
IRI	-	International Republican Institute
MSP	-	Multi-Stakeholder Partnerships
NDI	-	National Democratic Institute for International Affairs
NEBE	-	National Elections Board of Ethiopia
NEC	-	National Elections Commission of Liberia
NEMU	-	National Electoral Monitoring Unit - Kenya
NRM	-	National Resistance Movement
ODA	-	Overseas Development Agency
RO	-	Returning Officer
SCIPS	-	Special Complaint Investigation Panels - Ethiopia
UN	-	United Nations Organization
USAID	-	United States Agency for international Development.
WC	-	Woman councilor
WWF	-	World Wildlife fund

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ABSTRACT

The study sought to examine the extent to which stakeholder management strategies employed by the E.C of Uganda, affect the compliance by election administrators with electoral guidelines. Specifically this research sought to examine the effect of stakeholder identification procedures on compliance with electoral guidelines in Kasese Town council, to establish the effect of stakeholder analysis on compliance with electoral guidelines in Kasese Town council, to examine the effect of the adopted strategy of training on compliance with electoral guidelines in Kasese Town council, to find out the effect of the adopted strategy of facilitation on compliance with electoral guidelines in Kasese Town council and to evaluate the moderating effect of political interference on compliance with electoral guidelines in Kasese Town council.

The study focused on election administrators in Kasese Town Council, including polling officials, party agents, tally clerks and supervisors. Responses were sought from officials in the E.C planning departments and the media houses in Kasese District. Using a case study design, data was collected through self administered questionnaires, interview guides and documentary review.

Findings of the study indicate that compliance was greatly affected by inadequate procedures for identification of election officials. After recruitment, no attempts were made to clearly analyze the needs, attitudes and expectations of these officials. Training strategies lacked in methodology, duration and content while training environments were too crowded. Responses on facilitation indicated gaps in the provision of transport, communication, technical support and allowances. Although traces of

political interference were reported, analysis of this as a moderating variable had very low significance averaging about 0.51.

The study recommends outsourcing of the recruitment function for officials at supervisor level and professional approaches in identification of election officials including administration of standard evaluation criteria like competence tests. To understand election officials, there should be wider consultation with stake holders at sub county level. Training should be more practical, cover all aspects of elections and last for more than a day in more conducive environments. Better compliance levels will require improved enumeration and better provision for transport, communication and technical support to polling officials.

There is need for more research on other stakeholders like security organs, political parties, and media houses. Studies should also be conducted comparing different election regimes locally and abroad to assess levels of improvement and to recommend better approaches for the future.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

In managing election administrators there are deficiencies that may affect compliance to electoral guidelines. This chapter presents the background to the study, problem statement, objectives, research questions, hypotheses and justification of the study. The background highlights gaps and issues that point to election administrators' non-compliance to election guidelines.

1.1 Background to the Study

Election stakeholder management can be defined as the process of identifying, analyzing and adoption of appropriate strategy towards people, groups or institutions that may affect or be affected by out comes of an election project (Freeman, 1994).

There are many categories of stakeholders in an election. An election project can affect or be affected by various people, groups and institutions. These may be external or internal, including employees of the election management body.

The management of these stakeholders focuses on their identification, analyzing them to understand their needs, expectations, aspirations, strength and weaknesses

so that appropriate strategy is adopted to ensure that they comply with project requirements.

While identification deals with enlisting the Stakeholders, analysis should bring out the ‘what’, ‘how’ , ’why’ and where the electoral project processes can affect or be affected by which stakeholder. We then adopt appropriate strategies to influence each of the actors for best results. These strategies may include training and facilitation.

Stakeholder non compliance is becoming a very challenging aspect of project management. Projects for roads, markets, housing, elections, community development and service delivery have been challenged, delayed, suspended or stalled because of stakeholder non-compliance.

Projects have a charter and objectives to fulfill. They are limited in time and cost. Similarly, elections have objectives and standards forming a guideline to performance. Against these, the election administrator has a central stake to comply, deliver success and assure quality.

In electoral projects, election administrators should observe electoral laws. These form the basic guidelines as they define all procedure for each election activity. Against this background, election administrators are evaluated on how they comply. Compliance calls for transparency, impartiality and accuracy in the management of elections. These values are seen when people vote in a free environment under the principle of “*One man, one vote*”, without intimidation or

influence and results are openly counted, correctly announced, recorded and declared.

Electoral projects the world over, are usually characterized by multiple irregularities pointing to non-compliance of administrators with established guidelines. *“There is probably no other phase of public administration, which is so badly managed as the conduct of elections”* (Harris,1934). Across the globe, election administrators’ compliance with guidelines is questionable.

In a survey conducted in Kosovo 32.9% of respondents indicated that information on the voters lists was mostly inaccurate, 80% indicated that election administrators were not receptive to complaints and not easily accessible (Thiel, 2001). In Nigeria 26% indicated that electoral officials were biased, accepted bribes and were ineffective (Ifes, 2001). During the 2004 general elections in Indonesia, *there were reports of vote counting taking place in non-gazetted locations, inconsistencies in determination of valid and invalid votes and dispute over declared results* (Ifes, 2004).

The context of elections in Africa is that elections are often a war for political and economic survival. Losing an election is often losing everything. *“The control of the state is the central concern of politicians because it is the post-colonial engine of kleptocratic accumulation, and generator of patronage and resources”* (Anywar & Grignon 2001).

After the 2005 election in Ethiopia, opposition alleged manipulation of results, inaccurate compilation and fraud. Complaints over ballot stuffing, destroying of opposition votes, count rigging and falsification of results have been reported in Kenya (Throup & Hornsby 1998). In the same way reports of partiality and non-transparency have been recorded in Togo (Ifes,2005) and Nigeria (Ifes 2007).

Elections in Africa is relatively a new principle. *“Elections in Africa raise the issue of perennial lack of institutionalism of legal procedures and techniques imported from European countries”* (Grignon F. Marcel, R. Mazrui A, 2001).

Like most African countries, Uganda has been eluded by democratic governance where, free and fair election is a cardinal principle. Attaining independence in 1962, the former British colony has had seven sets of elections and three referenda. Apart from the first two sets of 1961 and 1962, all the other elections have been dismissed as rigged by various stakeholders. The 1980 elections were characterized by events that pointed to open rigging. The head of the executive then, usurped the powers of the Electoral Commission (E.C), banned any pronouncement of results forcing the Head of the electoral body to flee to exile.

The consequence of this was a gruesome civil war. A new Constitution was promulgated in 1995 which established the present day E.C under Article 69, to ensure regular, free and fair elections and to organize, conduct and supervise these elections. The country has since had three sets of Presidential elections two of which have been contested in courts of law.

In the District of Rukungiri - Uganda, two officers were arrested for election malpractice (*New Vision*, Monday, 18th February, 2002). In one of his rulings on election petitions, Justice Kibuuka-Musoke observed that: “*Almost everything that can go wrong in an election has featured in this petition*” (*New Vision*, Thursday, 21st March, 2002).

The 2006 election season presented unique enthusiasm because for the first time in 26 years the District was to hold elections under a multiparty political dispensation. There were particular political scores to settle.

The unresolved issue of kingship and unpaid gratuity for people who had helped in defeating the rebel Allied Democratic Forces (ADF). This had its own challenges to the EC which identified people to recruit as election officials, trained and facilitated them to deliver against a set of guidelines. Despite these efforts, many irregularities were reported prompting this study to find out the extent to which E.C management strategies of recruitment, analysis, training and facilitation, influence compliance of election officials with given guidelines or whether the intervening factor of political interference has an impact which could explain the irregularities.

Election administrators conduct and supervise electoral activities from the polling station to higher levels where results are tallied. They must comply with the guidelines of transparency, impartiality and accuracy to ensure that the integrity of the electoral process is safeguarded from incompetence and fraudulent manipulation. (Grignon F. Marcel, R. Mazrui A, 2001).

This research examined the extent to which the observance of these guidelines by election administrators is influenced by their recruitment, analysis, training and facilitation.

1.2 Statement of the Problem

Despite endeavors by the E.C to identify suitable officials for recruitment, analyze them, and adopt appropriate strategies by way of training and facilitation, elections are characterized by irregularities, pointing to non-compliance of officials with election project guidelines that emphasize transparency, impartiality, and accuracy. *“The delivery of good elections rests largely on the competence, neutrality and integrity of election officials”* (Palmer, 2003).

During the 2006 elections in Kasese Town council, elections for the Town mayor aborted because of lack of accuracy in nomination papers. Elections failed and were repeated in twelve out of the nineteen elective slots for councilors because of irregular filing of candidates’ papers and subsequent failure to deliver ballot papers. On Election Day, 10th March 2006 police arrested three agents for irregularities. Candidate for woman Councilor- Nyakasanga parish petitioned court complaining of inaccurate printing of ballot papers and intimidation.

Irregularities raised in other court petitions in Kasese, include; packing of inadequate ballots, sending ballots to wrong stations, materials not arriving at all, ballots with wrong candidate information, deliberate massive deletion of voters, pre-ticked ballots and disappearance of ballot boxes. All these cases are due to

either lack of accuracy and transparency or are deliberately committed out of bias. This points to non-compliance with electoral guidelines.

Cases of non-compliance with guidelines are petitioned before courts of law where from the 2006 elections the E.C had lost 30 cases out of 150 by July 2007 (See Appendix 7). About 5.2bn has been spent on litigation and an average of 150 million spent for each election repeated. This is a big drain to the already scarce national resources.

Besides elections being disputed, persistent cases of irregularities make the public lose confidence in not only the E.C but also the electoral process as a democratic means of changing leadership. This may lead to civil strife and wars as political groups struggle for power.

This study examined the problem of election administrators' non compliance with election guidelines in Kasese Town council during the 2006 elections.

1.3 Purpose of the Study

The purpose of the study was to examine the extent to which Stakeholder management strategies employed by the E.C, affect the compliance of election administrators with electoral guidelines in Kasese Town council.

1.4 Specific Objectives

- To examine the effect of stakeholder identification procedures on compliance with election guidelines in Kasese Town Council
- To establish the effect of stakeholder analysis on compliance with election guidelines in Kasese Town Council.
- To examine the effect of the adopted strategy of training on compliance with election guidelines in Kasese Town Council.
- To find out the effect of the adopted strategy of facilitation on compliance with election guidelines in Kasese Town Council.
- To evaluate the moderating effect of political interference on stakeholder management strategies and compliance with election guidelines in Kasese Town Council.

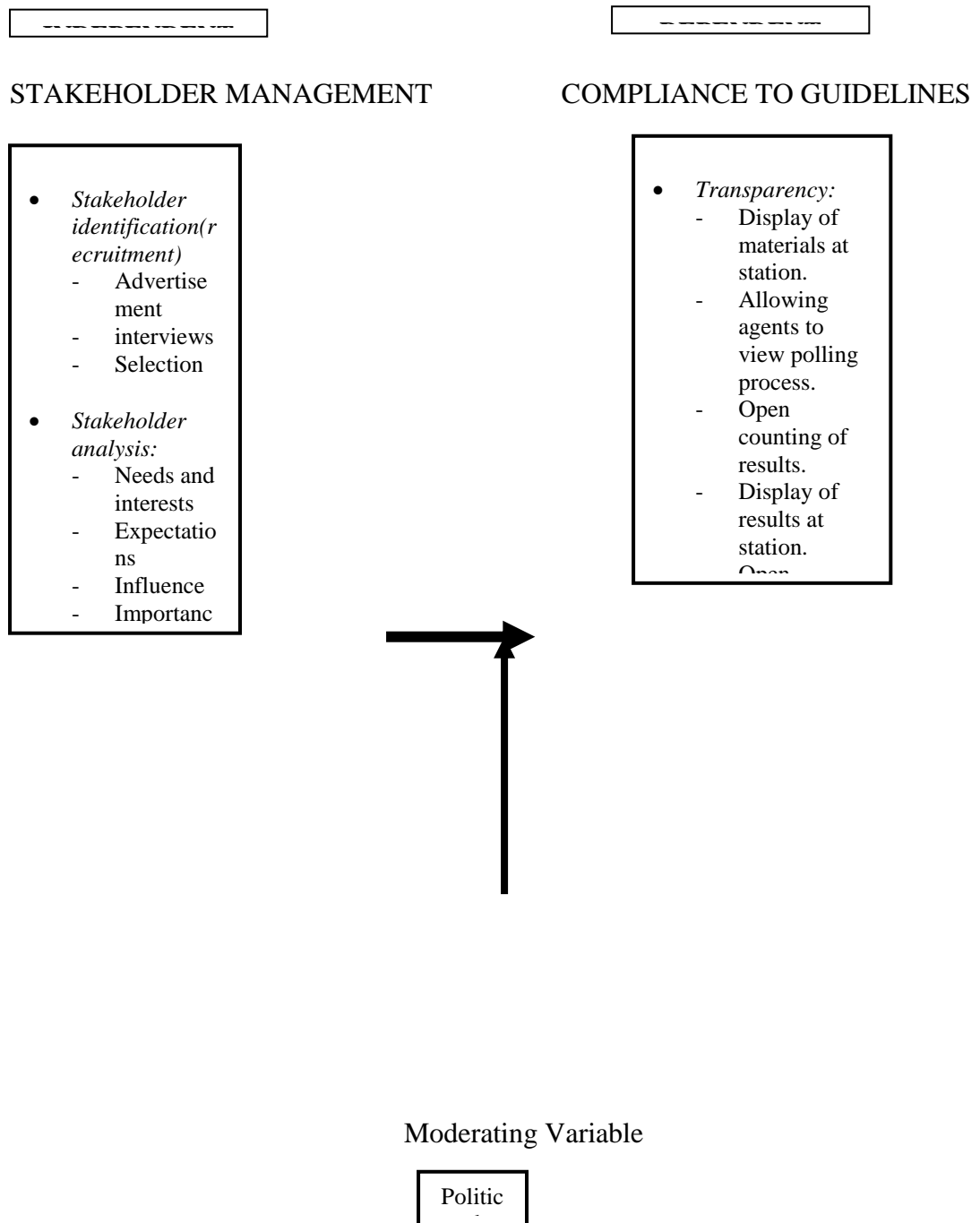
1.5 Research Questions

- What is the effect of identification procedures on compliance with election guidelines in Kasese Town Council?
- What is the effect of stakeholder analysis on compliance with election guidelines in Kasese Town Council?
- What is the effect of the adopted strategy of training on compliance with election guidelines in Kasese Town Council?
- What is the effect of facilitation on compliance with election guidelines in Kasese Town Council?
- What is the moderating effect of political interference on stakeholder management strategies and compliance with election guidelines in Kasese Town Council?

1.6 Study Hypotheses

- Stakeholder identification procedures significantly affect compliance with electoral guidelines in Kasese Town Council.
- Stakeholder analysis affects compliance with electoral guidelines in Kasese Town Council.
- The adopted strategy of training has an effect on compliance with electoral guidelines in Kasese Town Council.
- The adopted strategy of facilitation significantly affects compliance with electoral guidelines in Kasese Town Council.
- Political interference moderates the relationship between stakeholder management strategies and compliance with electoral guidelines in Kasese Town Council.

1.7 Figure 1: Conceptual Framework depicting the relationship between stakeholder management and compliance with election guidelines



Moderating Variable

Politic

Source: Cracken, J. R. (1997) *Stake holder analysis – resource kit*

The Figure above gives a visual impression of the relationship between the variables being studied. It depicts the relationship between the independent variable of stakeholder management and the dependent variable of compliance with electoral guidelines.

The sub-items under election stakeholder management relate as shown by the thick black arrow, to influence the indicators of compliance to the right. This depicts the research questions of the study of; how do Stakeholder identification procedures affect compliance with election guidelines in Kasese Town Council? What is the effect of stakeholder analysis on compliance with election guidelines in Kasese Town Council? What is the effect of the adopted strategy of training on compliance with election guidelines in Kasese Town Council? How does the adopted strategy of facilitation affect compliance with election guidelines in Kasese Town Council?

Variations in stakeholder recruitment, analysis, training and facilitation will influence the level of compliance with electoral guidelines

This relationship is moderated by the variable of political interference depicted in the small rectangle below the independent and dependent variable showing the study objective of evaluating the moderating effect of political interference on stakeholder management strategies and compliance with election guidelines in Kasese Town Council?

1.8 Scope of the Study

The study was carried out in Kasese Town council of Kasese District located in western Uganda. The District is about 386 kms west of Kampala and bordering the Districts of Kabarole to the north, Kamwenge to the east, Bushenyi to the south, and the Democratic Republic of Congo to the west.

The projects under study were the 2006 elections. This study considered the performance of election administrators during this electoral season. The season had Presidential/Parliamentary elections and Local council elections.

The study focused on the concepts of stakeholder identification, stakeholder analysis, and adopted management strategies. For stakeholder identification the study considered the recruitment function including the elements of advertisement, interviewing and selection. Stakeholder analysis studied the strategies of understanding the officials recruited; their needs, expectations, how they may influence the electoral process and the importance of their role. The management strategies focused on were; training and facilitation of stakeholders to enhance compliance with project guidelines.

The basic unit of analysis was election administrators as major stakeholders who play the primary role of managing the polling process during election projects.

An identified moderating variable of political interference was studied to determine its influence on compliance with election guidelines.

1.9 Justification of the study

As observed by Pinchwa (1994), election studies have not received much scholarly attention and there exists slim literature on election matters especially in Uganda. This study is a contribution to the scanty knowledge in the field of election studies in Uganda.

The management of elections is central in guaranteeing peace in any country. This study investigated the extent to which stakeholder management strategies employed by the E.C of Uganda, affect the compliance by election administrators with established guidelines in election administration, as basis for recommending necessary interventions to the Ugandan electoral system for ensuring compliance with election guidelines.

Earlier studies have not had a far-reaching impact in exploring this problem. After the 2001 elections, the Parliament of Uganda set up a committee to probe the E.C. Their findings concentrated more on the executive for its interference in the electoral process, causes of election violence and financial mismanagement by the E.C. This study focuses on a wider scope to examine the compliance of election administrators to electoral guidelines.

While the E.C publishes reports after every general election, they tend to concentrate on describing the election activities and statistical presentation of electoral data. They lack the critical insight in management gaps which this study has brought out.

Akol (2004), studied the effect of planning, procurement, distribution and storage procedures on election activities. The study sought responses from only 42 respondents all of whom were staff members of the E.C and did not consider the core problem of irregularities at the polling station due to commission or omission of the election administrator, which is the focus of this study.

Political Parties have demanded for dissolution of the current E.C (*New Vision*, Tuesday, February 20th, 2007). (See Appendix 2). This leaves a number of questions; is the low level of credibility for election results a function of manipulation by E.C commissioners? Is it due to commissions or omissions by polling officials? Where is the inadequacy? Who commits a felony and why? It is the aim of this study to address these questions.

“In some areas failure could be attributed to pure administrative incapacity and have nothing to do with any ‘grand plan’ to rig the opposition out” (Grignon F. Marcel, R. Mazrui A, 2001). This study sought to find out whether this is true of the Kasese context?

1.10 Assumption of the Study

The study was guided by the assumption that no other factor besides the management approaches under study and the identified intervening variable, may influence the compliance of election administrators.

1.11 Definition of Terms

Accuracy:	Ability to process election data skillfully without making mistakes including making the correct entries, correct packing and timely completion of assignments.
Compliance:	Degree of adherence to set laws, regulations and guidelines.
Election Administrators:	All officials responsible for management of election activities.
Elections:	The process of choosing leaders by voting. Including the activities of demarcation of constituencies, voter registration, display of the voters register, polling and declaration of results.
Facilitation:	The total support functions and equipment for project activities.
Impartiality:	Being neutral or unbiased and taking decisions that you believe to be correct without fear or favour.

Project:	A temporary endeavor undertaken to create a unique product or service.
Recruitment:	The entire process of enrolling personnel to perform given project activities; sourcing, selection and placement.
Stakeholder Analysis:	Assessment of importance, influence, interests and needs of stakeholders in order to understand how they can affect or be affected by the project.
Stakeholder Management:	The process of identifying, analyzing and adoption of appropriate strategy towards people, groups or institutions that may affect or be affected by processes or out comes of a project.
Stakeholders:	Any individual, group or institution that can affect or be affected by a project. It includes having interest of any sort in a project or its activities.
Training:	The process of imparting knowledge and skills required for a particular assignment.

Transparency: Being accessible and open in as far as the regulations allow when dealing with the public.

Stakeholder identification: Set of procedures employed to enlist election administrators to manage the Electoral process.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter sets out to review literature on the broader area of stakeholder management and specific focus units of stakeholder identification, stakeholder analysis, strategies of training and facilitation of election administrators, theories on stakeholder compliance and political interference in the duties of election administrators.

The review gives a deeper insight on the issues surrounding the above areas of study. Sources of literature have included mainly journals, textbooks, the laws of Uganda and newspapers.

2.2 Stakeholder Identification and compliance with election guidelines.

The management of stakeholders involves identification of a project's key stakeholders, and their classification. It is a task that starts at the planning stage. Usually part of a strengths, weaknesses, opportunities and threats analysis. Managers should manage stakeholders by identifying and classifying their power and interests in advance of any strategic initiative before planning accordingly.

In identification and classification, it is appropriate that stakeholders are involved and consulted as a way of seeking opportunity for creative problem solving and

policy learning. (Eden & Ackermann, 1998). This would call for consultative discussions with major political and administrative authorities in Kasese Town council seeking creative contribution to the recruitment exercise. This view is shared by Blomgren, et al. (2005); Bryner, (2003); Lax (1988); and Simons et al, (2005). *“If there are those who feel they are playing second fiddle in the partnership, you don’t get the enthusiasm and effort required”*. (Zammit, 2003).

The identification stage should go beyond election administrators to study the entire social and institutional framework, in order to determine the beneficiaries in an election project, those that could manipulate the process, the vulnerable groups, the supporters and opponents of the process (Cracken, 1997).

Identification of stakeholders can be according to threat or collaboration (Blair, 1988), primary or secondary (Clarkson, 1995), and fiduciary or non-fiduciary (Good 1991). After identification, a number of models can be used for classification: according to roles (Ulrich, 1983, 2001, 2003); stake (Wolfe & Jonathan, 2002) and priority (Mitchel et al, 1997). Mitchel argues that priority should be based on legitimacy of claim, urgency and power to influence project activities. According to this view, one with all the three attributes is called a ‘definitive’ stakeholder. It can be argued that in an electoral project, the election administrator is a definitive stakeholder.

2.2.1 Recruitment of Election Administrators and compliance with election guidelines

Identification of Election administrators revolves around the recruitment processes of advertisement, interviewing and selection.

Recruitment has been defined as the process of getting the human resources needed, assigning them and working on a project (Duncan, 1996). Guralnik (1984), defines it as the process of enlisting personnel for the organization.

Duncan (1996) suggests that in most environments, the best personnel may not be available but the project management team must ensure the people recruited will meet project requirements. This view reflects the difficulty in finding qualified personnel to work as election administrators. Besides the educational qualifications, other qualities relating to integrity make the process very hard. He does not acknowledge that endeavoring to find the right personnel would impact on project cost and time management. He however suggests considering available staff in terms of previous experience, interest in the project, personal characteristics and availability.

Palmer, (2003), suggests development of appropriate and relevant education and skill criteria for applicants to the various positions. She ignores the scarcity of qualifications. The criteria can be developed but it may not be possible to find the right people or budget constraints may limit the quality of staff appointed.

It is of great importance that the different players in the electoral process are satisfied with the appointment process (Thiel, 2001). He suggests that appointment procedures should be seen to be fair and because of this, positions should be widely publicized to improve the legitimacy of the process. Adverts for the vacancies should be displayed at all local council notice boards, announced at functions, churches, Mosques, schools, hospitals and over all radios with a good listenership in the entire Town council of Kasese.

Baxter (2004) recommends a collaborative approach to appointments to alleviate problems related to allegations of bias in the appointment process. Palmer (2003) in support of transparency, suggests consultation with political parties and early publication of lists of officials for public scrutiny.

Whereas consultation may increase legitimacy, the involvement of political parties would not improve impartiality of officials, because political parties once consulted will agitate for representation. Officials will then represent interests of their sponsoring groups or parties, which is impartiality. Contrary to this view, at the High Court of Uganda in 2006, advocate for a petitioner submitted that:

“The office of the Returning Officer is so important that it ensures the impartiality and independence of the E.C. The Officer should not be appointed single handedly as was in Sembabule”. (New Vision, Monday, 16th October, 2006).

Saxena (1979), (as cited in Nabaho, 2001) recommends that selection of trainees should be based on objective criteria as opposed to lobbying, patronage, ‘god fathering’, old boy ties, partisan loyalties or patronage. This is contrary to what

was observed in Kasese Town council. Recruitments were influenced by Patronage and bias.

Grignon (2001), studying Kenyan elections noted that the Electoral Commission of Kenya employs easily bullied civil servants as polling officials. Yet, as Government employees they could be victimized in their jobs if they did not 'toe the line'. However Civil servants are the group you can rely on for competence especially in rural areas where the only few literate personnel are teachers in Government schools.

The key challenge in recruitment should be getting the right actors using clear and transparent criteria in a flexible approach.

2.3 Stakeholder Analysis and compliance with election guidelines

The Over Seas Development Agency (1995) has adopted a broader definition of stakeholder analysis to include a blend of institutional appraisal and social analysis. Defining stakeholder analysis as the assessment of stakeholder interests and the ways in which these interests may affect project risk and viability. It is the structured process aimed at understanding the needs, influence and importance of actors in a project's internal and external environment.

In analyzing stakeholders we seek to build a perception or assumption that the actions of the project are desirable, proper and appropriate in regard to the social norms, values, beliefs and setting (Asuton et al, 2002).

Analyzing stakeholders enables us to understand their expectations, interests, strategic importance, resource strength, influence, level of organization and power relations (Cracken, 1997).

Blick (2002) contends that stakeholders are analyzed to enable managers understand the project environment, draw out stakeholder interests, identify conflict areas, identify networks and relations to build on. Kasese Town council has a strong religious and cultural influence which should be used as a base for understanding the various interest groups.

Interests and expectations of stakeholders may be covert or hidden (Hatcher, 2000). Analysis should therefore be deep and thorough before you can be able to deal with each concern. For purposes of this study, one has to understand the covert and overt interests of election administrators. These may be economic, social or political and may be contrary to the electoral guidelines. *“Actors may have different agendas and may be working towards quite different goals”*. (Utting, 2004).

Stakeholder analysis ensures that no important stakeholder is left out – optimizing potential roles and contribution, which in turn maximizes efficiency and equity gains (Habitant Urban Governance – Toolkit, 1995).

A good analysis will enable use of appropriate approaches like on medium of communication and general schedule of programs. Managers should draw programs in relation to a people’s way of life. Kasese Town council residents are

mainly the working class and business people but have a strong attachment to their rural backgrounds. Such observation should influence the design of programs if they are to be successful.

2.4 Strategy adoption and compliance with election guidelines

This is the adoption of appropriate strategies, to manage stakeholders for project success. It involves the consideration and accommodation of needs or aspirations of stakeholders with in the project objectives or activities now and in future.

In the management of stakeholders, a number of approaches are suggested including the policy network analysis (Kickert et al, 2000, 1997) and the actor-centred approach (Sabatier, 1999; Scharpf, 1997; Bouding, 1995). The network analysis focuses on managing stakeholders through the existing bureaucracy and institutions as the basis for interaction. While the actor-centred approach focuses on dominant coalition leaders and their policy beliefs. Irrespective of the approach one may adopt, it is crucial to internalize the interests of stakeholders prior to adopting strategy. Managers also need to pay attention to key stakeholder relationships and concerns. Kasese Town council is dominated by highly antagonistic political parties; National resistance movement (NRM) and Forum for democratic change (FDC). The FDC is highly suspicious of the E.C. Reinforcing their trust requires constant consultation with them, communication and transparency.

There should be moral basis and commitment when making decisions affecting others. Despite the budgetary constraints and project objectives, the manager should 'feel' for the concerns of stakeholders. *"Decisions made without any consideration of their impact on others are usually thought to be unethical"* (Donald & Preston, 1995).

Adopted strategy towards stakeholders should be based on the assessed levels of importance and influence in regard to project success (Cracken , 1997).

In the management of stakeholders, we may use negotiation: a process of joint decision making formal or informal to converge on a mutual agreement. Unitary decisions, even if perfectly intelligent and informed, often result into inferior outcomes. Through negotiation we jointly devise, select, commit to and implement superior courses of action (Murtuaro & Kujala, 2007)

Proper stakeholder management requires that Stakeholders are consulted as a process of building legitimacy for the project (Dryzet, 2000; Ellman, 2003). Meeting groups of traders and students in the Town council, to clarify issues regarding elections as a basis for informed participation. Appropriate management of election administrators should seek to make them 'own up' the electoral process, share the vision and mission of the E.C. to enhance performance.

Nagel (2004) suggests that legitimacy is subject to how it is defined. Pluralists argue that activities are legitimate as long as they are originated or approved by

legally recognized institutions like an elected Parliament (Scharpf, 1999, 1997 Weber, 1978;).

Contrary to this view, a deliberate democracy perspective contends that legitimacy requires that all players affected by a project are able to have their interests genuinely represented and resolved. (Harbermas, 1976; Dryzek, 2000; Parkison, 2003). *“Making all actors part of the solution is not only the best chance, it may also be the only chance to meet goals”* (Michael Doyle, 2004).

However, there are cases where one would advocate for use of coercive approaches in managing stakeholders. Managers sometimes should have the ability and capacity to carry on despite resistance. If persuasion and use of incentives has failed, and urgency has set in, we can then use or threaten use of force.

2.4.1 Training of Election Administrators and compliance with election guidelines

The basic strategy in influencing election administrators as stakeholders is proper training.

Training includes all activities designed to enhance the skills, knowledge and capabilities of the project team (Duncan, 1996).

Baxter (2004) suggests that in the management of elections, for both permanent and temporary staff to function professionally, training programmes of a high quality are required.

Nabaho (2001) observes that training needs should always be comprehensively assessed to reflect the skill gaps. Besides establishing training needs for the election administrators, the public in Kasese Town council requires comprehensive voter education programs for acceptable conduct of elections. Needs may be assessed, but performance of election administrators calls for virtues like fairness, transparency, impartiality and dedication which can be argued to be above merely training. They hinge more on personality, emotional stability and moral fiber.

Whether we can teach fairness and impartiality or not, Thiel (2001) suggests rightly that: *“Training of election administrators should stress the importance of fairness and impartiality”*.

To Thiel (2001), training should cover election management issues, laws, regulations, skills in managing larger numbers of people, dealing with the media and handling other stakeholders and that training should be more regular following a decentralized approach than single concentrated sessions.

Greenberg (2005) suggests that learning is enhanced through exposure to knowledge, participation, repetition and feedback. These ideas supported the recommendation by Palmer (2003) that:

“At training sessions there should be hands on training for election officials, taking them through a dry run of the procedures and in particular completing forms, determining valid votes and undertaking the count”.

She also suggests kits for trainers to include election materials for mock-up exercises. The implication of this is that trainers in the 2006 election season should have had materials like transparent boxes, sealed envelopes and serialized forms introduced to election administrators since they were to be used for the first time in Kasese Town council.

Surveys conducted around the world have revealed many gaps in training. In Armenia (Ifes, 1998) 11% of the officials did not receive any materials for training, 41% were not trained, and in 48% of the sessions training lasted only two days in crowded environments. From the findings of the study discussed in chapter 5, a similar situation existed in Kasese Town council during the 2006 elections.

Ifes has recommended training of party agents in Nigeria, Togo, Djibouti and that training should be carried out by independent and impartial organizations like Ifes in order to ensure objectivity and consistency.

Election administration has so many challenges that may not be covered by training sessions. Beyond training, approaches need to be initiated for deliberate development of a culture of sound intentions and aims to do more than minimum. Work beyond the mechanical approach of laws, rules and controls. People should be self-policing, working ‘within but beyond the rules’.

2.4.2 Facilitation of Election Administrators and compliance with election guidelines

As a management strategy, election administrators need to be appropriately facilitated. Basing on the works of Ojom Nek (2006), facilitation can be said to include the provision of materials, tools, communication means and support personnel. It is the provision of total support functions and equipment necessary for the project activity. This includes financial and material provisions.

The basic source of funding for the E.C is the consolidated fund but may access grants and donations on approval of the Finance Minister (Sec. 9, E.C. Act). The E.C is entitled to adequate resources and facilities. *“The Parliament of Uganda shall ensure that adequate resources and facilities are provided to the E.C to enable it perform its functions effectively”*. (Section 66, Constitution of Uganda). Thiel (2001) observed that if election administrators are given responsibility, they should be provided with the means to perform. An Ifes & IRI observer mission to Djibouti (2005) concluded that flaws in the electoral process were due primarily to lack of financial resources rather than manipulation.

In some cases facilitation is affected by poor logistical arrangements like delays in procurement and inadequate distribution means. Thiel (2001) recommends that the procurement function has to be more involved at the planning level to ensure timely procurement and distribution of suitable election equipment and materials. Because of poor logistical arrangements Kasese Town council had failed elections due to inadequate provision of polling materials.

Discussing the suitability of materials, Palmer (2003) advocates for voting screens. She argued that merely placing the voting table at a distance does not ensure secrecy of the ballot especially in crowded areas. She also suggests a streamlined process of tracking sensitive election materials like registration forms, numbered ballot seals and serialized ballots assigned to particular polling stations by the Independent National Electoral Commission of Nigeria.

Akol (2004) recommends that the EC should decentralize storage facilities to regional level and also update the record keeping on stock levels. This view is supported by Palmer (2003) who suggests a computerized inventory as a basis for procurement, tracking, delivery and retrieval.

Besides election materials, scholars have identified remuneration as a big factor affecting compliance. A survey of election officials in Armenia (Ifes, 1998) indicated that officials complained of delayed payments. While Grignon, Marcel & Mazrui (2001), noted that the Electoral commission of Kenya (E.C.K) was under-funded and election officials were prone to corruption.

However, corruption is not merely a function of poor pay. It is rooted in society. It is an ethical problem of moral decay whose eradication should look beyond remuneration levels. We need wider civic education programs involving major stakeholders. For example arrangements could be made for election awareness sessions in schools around the Town council, emphasizing honesty, transparency and accuracy as key indicators of a successful election.

Under the German Judiciary Act, political parties are given monetary facilitation for monitoring programs and training of polling agents. (Born, 2001). In Uganda agents are supposed to be paid allowances by the EC to facilitate their monitoring of the polling process (Parliamentary Elections Act 32 (4)).

Proper monitoring requires good communication arrangements. Ojom-Nek (2006) recommends provision of air-time, use of radio call sets and supervision by mobile support staff. In an area like Kasese Town council which has 100% telephone network coverage, provision of airtime could make communication very easy.

2.5 Compliance with election guidelines

The difficulty in defining the term '*compliance*' with any real precision is noted by Parker (2002,). He states that it consists of a broad continuum of relevant cooperate practices ranging from formal legalistic compliance to vague ethics or codes of conduct.

He observes that compliance entails engagement with legal, social, environmental, and ethical responsibilities. He suggests that a broader meaning to include the engagement with ethical and social responsibilities.

Edwards and Wolfe (2007) define compliance as adherence to all applicable laws, regulations, codes of conduct, standards of good practice and having an open and positive relationship with the regulators.

A joint venture of international organizations working with the United Nations came up with a set of five principles of election administration including: respect for the law, impartiality, transparency, accuracy and dedication to serve voters.

Impartiality is defined to include: being non-partisan, strict and neutral, exercise good judgment, not taking gifts and favours and being out of activities that are perceived to conflict interest.

To be transparent is to justify all decisions, avail information to all freely, and to arrange reasonable access to documents. It would be appropriate that all information deemed to be important to any stakeholder, is passed on to them either their networks in the Town council or through radio broadcast.

Accuracy calls for collection, compilation and publication of information in a systematic, clear manner, ensuring that all information is factual or has a sound factual basis, and to be dedicated includes being accessible and easy for voters.

An Ifes mission to Liberia (2004), recommended a code of conduct to impose self-discipline. Various scholars support this view; Namusoke (2003) calls for development of guidelines and a monitoring checklist, Jonathan (2007) contends that it is essential for the regulated and the regulator to have clear, common understanding of 'compliance', explained in simple verifiable terms of actions and behaviors. For example voters in Kasese Town council could be sensitized on the performance indicators for election administrators or that a code of conduct is developed and copies distributed to all major stakeholders.

Whereas codes of conduct and guidelines may be in place, as they are mostly, they are not an end in themselves. People fail to comply not because there are no laws or that they are not aware of them, but because of other factors. Sometimes they have to be induced to comply.

Scholars have advanced several models for management of compliance. The Jackman model (2001) which emphasizes individual responsibility; the regulatory approach (Tiner, 2005) emphasizes rules and regulations, and Wood (2002) who suggests development of an ethical culture.

They argue that unlike rules that tell you how to act, ethics tells you how to think before acting and this culture will result in professional standards of integrity, honesty, fairness, and responsibility.

Given the context of managing elections in Africa, such liberty to ‘think’ cannot produce any quality results. There are just too many pressures, needs and temptations that you cannot do away with laws or regulations.

Jonathan (2007) contends that the extent to which institutions are compliant and adopt an ethical approach, is a strong indicator of senior management’s commitment to compliance.

2.6 Political Interference and compliance with election guidelines

Political interference includes the exertion of undue influence and pressure by those that wield power, with intent to manipulate or flaw the electoral process.

Cases of political interference as a factor intervening in the electoral processes are several.

During the 2005 elections in Ethiopia, it was reported that unverified results were circulated, the Prime Minister proclaimed a 30-day ban on rallies and took direct control of the electoral process. Riots followed and 36 deaths were recorded. Among the dead was an Opposition MP elect (Terrence Lyons, 2005). In Kenya most election officials often work under various pressures from politicians (Grignon F. Marcel, R. Mazrui A, 2001).

During the 1998 Presidential election in Togo, before the final results could be confirmed, the Government halted the counting process, dismissed the E.C, and declared the late Eyadema winner with 52% of the vote (Ifes, IRI & NDI, 2005).

In the Ugandan District of Sembabule there were allegations of a Cabinet Minister influencing the appointment of the Returning Officer (*New Vision*, Monday, 16th October, 2006). A review of election petitions filed in the Kasese Magistrates court in 2006 indicates allegations of state inspired arrests and intimidation of especially campaign agents of the opposition.

2.7 Conclusion

The reviewed literature has provided a number of lessons which we can be used to develop a better relationship with primary stakeholders for better performance. A lot of this literature perfectly reflects on election management in Kasese Town

council. *“Every one knows, there is no blue print for successful partnerships, but there is a clear need for learning from mistakes and setting some standards”* (Wittle, 2004).

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents details of how the study was carried out. It outlines the research design adopted, the target population, the sample size, sampling procedures, methods and instruments of data collection, and how data was managed and analyzed.

3.2 Research Design

The study adopted a case study. Strassetal, 1990 (cited in Amin 2005, P. 195) defines case study as a detailed examination of one representative setting bound by time and activity, collecting detailed information using a variety of data collection procedures.

Just like a funnel, case studies narrow down the wider target population to a smaller setting of focus to allow for deeper exploration. This allows more directed data collection and analysis (Amin, 2005).

Amin (2005), urges case study as the potentially most valuable method known for obtaining true and comprehensive picture of individuality.

The case study design allowed collection of data from a small section representative of the target group in the population. Data was collected once, to extract an elaborate description of the situation obtaining at the time.

The study investigated the impact of stakeholder identification, analysis, training and facilitation on the compliance of election administrators with established guidelines during the 2006 elections in Kasese Town Council. Data was gathered from samples of election administrators, party agents and the media.

Qualitative and quantitative approaches were used in data collection, analysis and presentation of findings. Quantitative approaches were used to obtain specific responses about the variables under study while qualitative approaches were used to elicit in-depth information from individual respondents.

Variation of methods allowed triangulation in order to achieve a high degree of validity and reliability of results. It also enabled the researcher to analyze data from different perspectives to give a concrete and realistic view of findings (Amin, 2005).

3.3 Study Population

A population in research is the complete collection of all the elements (units) that are of interest in a particular investigation (Amin, 2005).

For this study, the target population included all election administrators who managed the three sets of elections in 2006. In total 165,302 elements; including polling officials at the 19799 polling stations in the country, at least two agents at each polling station, E.C supervisors at every parish/ward level, sub-county level, county level and the District Returning Officers, Assistant Returning Officers, District Registrars, Assistant District Registrars, Complaints Desk Officers, and support staff who include two tally clerks per constituency, secretary, and driver.

3.4 Accessible Population

Because of limited time and financial resources, only a cross section of the target population could be accessed. The accessible population comprised of 352 elements, being the officials who administered the 2006 elections in Kasese Town council. These included 198 polling officials, 15 supervisors and 99 Party agents. Other 10 administrative staff and 30 media personnel were interviewed as key informants. From this accessible population, samples were drawn for the study.

Kasese Town council has 33 polling stations. Each had six officials including a Presiding Officer, four Polling Assistants, and a Polling Constable. There were at least two party/candidate's agents for each polling station, a supervisor in each of the eight wards, at the Town council and constituency level.

The District has one Returning Officer, an Assistant Returning Officer, District Registrar, and Assistant District Registrar. The support staff included two tally clerks at constituency level, a secretary, and driver

3.5 Sample Size

Sample size is the appropriate number of elements (units) that are selected for investigation, retaining the characteristics and reflecting on the entire accessible population. A sample is a representative portion of the whole. It is a subject of the accessible population, which is carefully selected to minimize time and financial resources but retains the qualities and characteristics of the population being studied.

The accessible population has been divided in five strata because each sub group has unique attributes in regard to variables under study. Disproportionate sample sizes for each response category were selected using Krejcie and Morgan tables.

The table below indicates the sample sizes recommended for each stratum. The respective subjects studied were drawn using the indicated sampling techniques.

Table 1: Sample Size by Response Category

Response Category	Accessible Population	Sample Size	Sampling Technique
Polling officials	198	132	Snowball
Supervisors	15	15	Universal
Party agents	66	56	Purposive
Planning staff	10	10	Universal
Media	30	28	Convenience & Snowball
Total	319	241	

Source: compiled from lists of respondents

3.6 Sampling Procedure

This outlines the process of selecting study elements from the sample population. For purposes of retaining the different characteristics of the accessible population, each response category had a unique selection criteria.

3.6.1 Selection of Polling Officials

Because of the large numbers of respondents and the probability of many of them not being in the District for education or on transfer like of Polling Constables (Police), the strategy of network sampling (Snowball sampling) was used. Using a sampling frame, questionnaires were given to whoever could be located.

3.6.2 Selection of Media Personnel

A cross-section of the media personnel were sampled as crucial respondents in regard to the performance of election administrators. In selecting respondents in this category, the strategy of convenience sampling was used. Interviews were conducted at the offices targeting mainly the field staff.

3.6.3 Selection of Party Agents

Here purposive sampling was used. Selection of respondents was done purposively, judging between the various wards and selecting more respondents from the areas that registered court petitions after the elections.

3.6.4 *Selection of Staff from Planning departments*

Key informers were selected from the planning departments at the E.C Headquarters. These included personnel who draw management plans like budgets, training programs and supervision procedures. They were selected using the purposive sampling technique.

3.7 Methods and instruments of Data Collection

Data was collected through methods of interviewing, questionnaires and documentary analysis using self-administered questionnaires, interview guide, and document review guide as instruments.

3.7.3 *Self Administered Questionnaire*

A questionnaire is a carefully designed instrument for collecting data in accordance with the specifications of the research questions and hypotheses. It consists of a set of questions to which the subject responds in writing (Amin, 2005).

For this study, questionnaires contained close-ended questions providing alternative responses to questions. Use of self administered questionnaires was ideal because, respondents in nearby localities were assembled and guided to respond as a group. For example Police constables who live together in a barracks.

Given the large number of respondents, this made collection of data cheaper, faster, completion was simple, analysis easier and quicker.

For each objective, a specific set of questions was designed. Requiring respondents to choose among given evaluative alternatives. This simplified coding and analysis.

The administration of questionnaires was through two strategies: personal administration with collection on the spot for respondents whose addresses are not usually permanent, like Police Constables. Personal administration with collection after a time interval was used for respondent categories with more permanent addresses.

3.7.4 *Personal Interview*

Personal interviews were conducted using an interview schedule where the investigator gathers data through direct verbal interaction with participants. (Amin, 2005). In this study, data was collected through personal interaction for response categories that had few respondents. These included staff from E.C Headquarters and sections of the media in Kasese District.

This technique was suitable for this category of respondents because interviews allow probing and provide in-depth data. These are the brain of election planning and could provide much more information through interviews than under the restriction of a close-ended questionnaire.

Using interviews, questions may be clarified to help the respondent give relevant responses. (Mugenda & Mugenda, 1999). The interviews were based on an interview guide to standardize the questions and also act as a basis for scoring of responses.

3.7.5 *Documentary Analysis*

To gather data on variables like accuracy and transparency, documents containing relevant information were studied and analyzed. These included declaration of results forms, polling station report books, court petitions, and reports on elections compiled by relevant agencies and offices. For example: Returning Officer, District Registrar, County Supervisors, District Security Officers, Police, and reports of District Party offices. Other documents perused included radio news items, Newspaper articles, reports by Election monitors and observers.

3.8 Pre-testing of Instruments

The pre-testing of research instruments was conducted in Kayunga Town Council, Kayunga District. Once the instruments were tried out, shortcomings were revealed and corrected. Deficiencies like vague questions that could be interpreted differently by respondents, were rephrased or dropped.

Pre-testing ensured that there are no problems with measurement (Sekaran, 2003).

3.9 Validity of Instruments

Validity can be defined as the suitability of an instrument like a questionnaire or just one of the questions, in measuring the intended variable, that is, extracting or generating a relevant response to what is being investigated. It is simply the appropriateness of an instrument. (Amin, 2005). Validity was tested using factor analysis under the SPSS Editor.

Adoption of measures already used by other researchers to test common variable dimensions and items, also ensured construct validity (Sekaran, 2003). These were mainly adopted from the International Federation of Election Systems (ifes).

3.10 Reliability of Instruments

Reliability refers to the consistency of the instrument in measuring whatever it is intended to measure (Amin, 2005). The ability to produce similar results, if exposed to the same stimuli over time. In case of questionnaires, the language being clear and simple so that respondents are able to attach the same meaning to the questions. This way the instrument is able to generate responses with consistency.

Reliability was tested using the Cronbach Alpha as indicated below,

Table2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized	No of items
.804	.811	127

Case processing summary

	N	%
Cases Valid	18	100.0
Excluded a total	0	0
Total	18	100.0

Source: SPSS Multivariate regression

A total of eighteen questionnaires were administered to selected respondents in Kayunga Town Council. Using the SPSS computer package, the data was tested to have reliability co-efficient of 0.8. This is indicative of a high consistency level. Meaning that, the items were reliable. There was an attempt to ensure content validity and reliability of instruments through careful and consultative delineation of dimensions and items of variables.

3.11 Data Collection Procedure

Data was collected by use of questionnaires and structured interview schedules. Questionnaires sought for closed, objective answers to allow for specific description of variable distribution, using standard statistical procedures like frequencies, percentages and mean. Interviews were qualitative, gathering opinions, interpretations and patterns of dimensions in the study, to establish relationships among variables.

One research assistant was appointed for each ward. Qualification required 'A' level education, good command of the local language and being resident in the area of study.

These delivered and collected questionnaires on spot for respondents whose addresses are not permanent. They would give a time of not more than one week, to collect from respondents whose addresses are relatively permanent.

Each questionnaire would be accompanied with a letter explaining the purpose of the study. Anonymity of respondents and confidentiality of responses was assured to encourage honest responses.

Interviews and documentary analysis were conducted against pre-set guidelines focusing on data that provided answers to study objectives.

3.12 Data Management and Analysis

After collection, data was subjected to a series of processes including editing, coding, computer entry and analysis, then presentation. In editing, the raw data on questionnaires and interview responses was scrutinized for any errors or omissions. Data was then arranged in the various response categories to facilitate coding and analysis. Editing the data eliminated blank responses, wrong responses, dropped the completely irrelevant responses and made minor corrections like spellings for ease of data capture.

Before data entry, the data was coded by assigning numerals so that responses could be categorized into clusters under variables which they are intended to measure. The entire questionnaire was entered on the SPSS variable page, Alternative responses were assigned numerals of 1-5 to be entered on the data page, thereby reducing them to small and managerial categories for efficient analysis using computer. (Amin, 2005).

Quantitative data after being entered on computer, was analyzed using regression analysis. Summaries of this analysis were presented using various statistical methods like frequency tables, graphs, Model summary, ANOVA and other coefficient analysis models under the SPSS computer package like standard error, Beta, standard deviation and tolerance (see Appendix 8). Raw data collected from documentary analysis and interviews was first sorted to the relevant variables under study, summarized and then analyzed.

3.13 Measurement of Variables

Measurement was by averaging responses scored on rating scales. Administered Questionnaires required respondents to rate their responses on a scale of one to five, ranging from strongly disagree, disagree, undecided, agree, to strongly agree as indicated below.

Table 3: measurement scale

Using the given scale, please tick (√) the number that best describes how you strongly agree or disagree

SCALE	1	2	3	4	5
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

From the alternatives given above response to a statement scored a measure of one to five.

The impact of stakeholder analysis was assessed through a series of statements put to respondents probing on:- Their appreciation of election administrators as key in election success, the importance and influence of election administrators in a quality election, analysis of training needs and gaps, understanding of facilitation deficiencies, needs and expectations.

The stakeholder identification procedures were evaluated against the formal recruitment processes of job advertisement, job description, job specification, application, short-listing, interviews, and selection.

The effect of training as a strategy was measured by seeking response to close-ended questions on trainers, training methods, content, knowledge, skills, and training environment. The effect of facilitation as a strategy was assessed using a series of statements probing the appropriateness of allowances, transport, materials and equipment. Transparency, impartiality and accuracy of election administrators were measured through summarizing and coding responses scored

on rating scales, answering questions on salient compliance indicators indicated in the conceptual frame work. Responses were summarized, coded, and assessed.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents the background characteristics of the respondents, findings of the study and provides interpretation and analysis of the data. Findings of the study assess the extent to which the E.C management strategies of recruitment, analysis, training and facilitation influence compliance of election officials with given guidelines.

Presentation of the findings follows the specific objectives of the study. Specifically the study sought to examine the effect of stakeholder identification procedures on compliance with election guidelines; to establish the effect of stakeholder analysis on compliance; and to examine the effect of training and facilitation on compliance to electoral guidelines. Guidelines emphasize transparency, accuracy and impartiality. In analyzing and interpreting the data, levels of compliance will be indicated by the assessed magnitudes in transparency, accuracy, and impartiality of election administrators during the 2006 elections in Kasese Town Council.

4.1 Response rate

241 Questionnaires were administered to 241 respondents and 15 Key informants were interviewed on key indicators of stakeholder identification (Recruitment),

stakeholder analysis, and for adopted management strategies, training and facilitation were studied.

The response rate was highest with the questionnaire method. Out of the 241 questionnaires given out 180 were returned. This gives a response rate of 75% compared to that of 50% under the interview method. Questionnaires were administered to election administrators, interviews of key informants from sections of management staff at E.C headquarters, Media, political party executives, and opinion leaders from the general public. In all, the response rates have been summarized as below.

Table 4: Response rate

Method	Sample size	Number of responses	%
Questionnaires	241	180	75%
Interviews	30	15	50%
Overall	271	195	72%

Source: SPSS Multivariate regression

Out of the 241 Questionnaires given out, 180 were returned giving a 75% response rate while of the 30 interview appointments only 15 were successful which gave a response rate of 50%. In all out of the 271 intended respondents, 195 responded. This indicates an overall response rate of 72% as shown in the table above.

4.2 Demographic characteristics

A section of the administered questionnaire sought information on the background characteristics of the respondents. Data was collected on age, sex and educational levels as presented in the following sections.

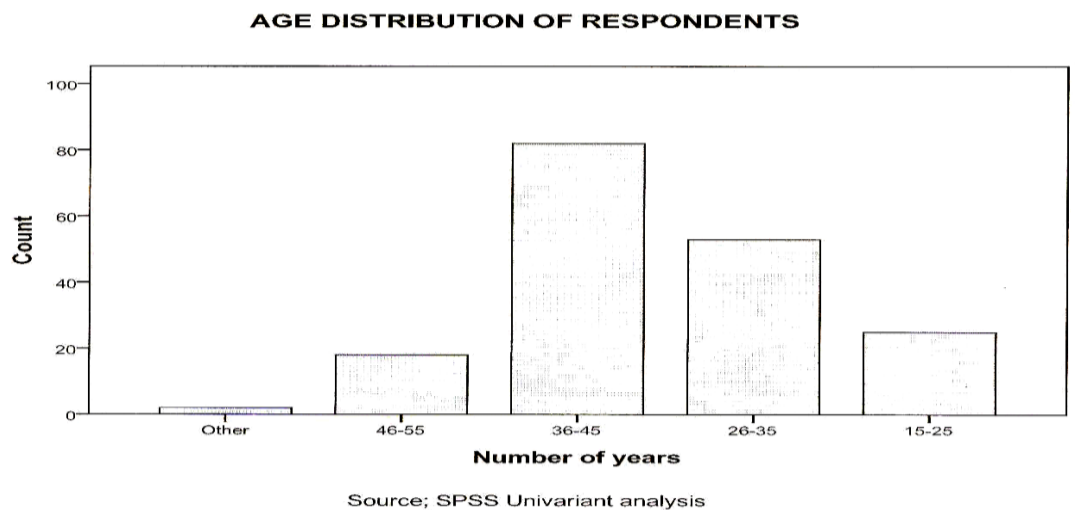
4.2.1 Age of respondents

This study was interested in establishing the age of respondents. Age was important because an election administrator should be presentable, trustable and a person of integrity. In all these factors age plays a part because in the African social settings the older people tend to be more respected.

This data was collected using questionnaires administered to respondents to choose from five categories of age sets.

The results are summarized in the graph below.

Figure 2:



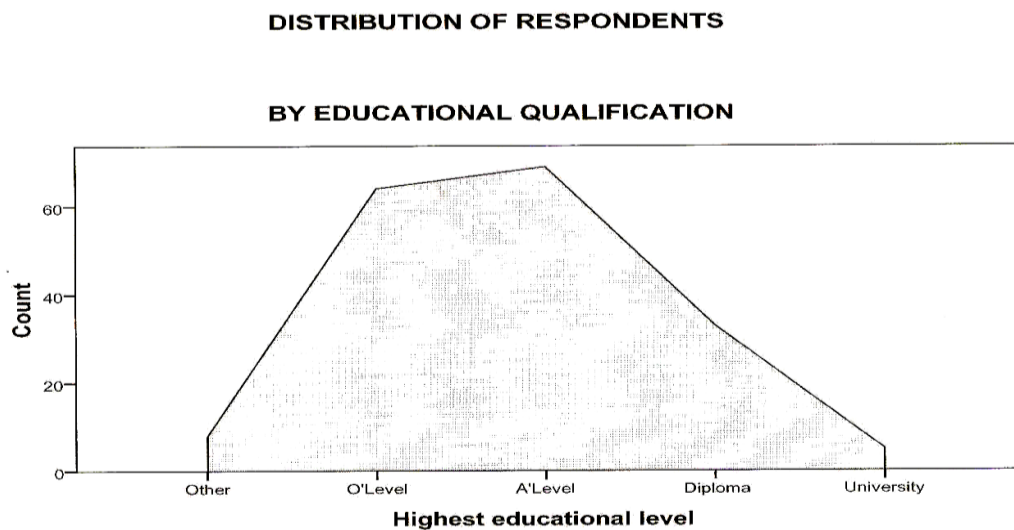
The highest number of respondents ranged between 26years – 45years of age. This tends to be the most active age bracket especially in political matters.

4.2.2 Education levels of respondents

It was found necessary to assess the educational levels of respondents because educational background forms the basis for good training, understanding and appreciation of given guidelines.

Responses on the question probing educational qualification have been summarized in the graph below;

Figure 3:



Source; SPSS Univariate analysis

About 60 (sixty) of the respondents had O'level education. 68 (Sixty – eight) respondents indicated that they completed A' level. About fifty respondents had lower education qualifications represented under the category “other” in the above figure. The minimum academic requirement for polling officials is advanced level certificate. It is evident that the

minimum requirement as stipulated in the recruitment guidelines was not met.

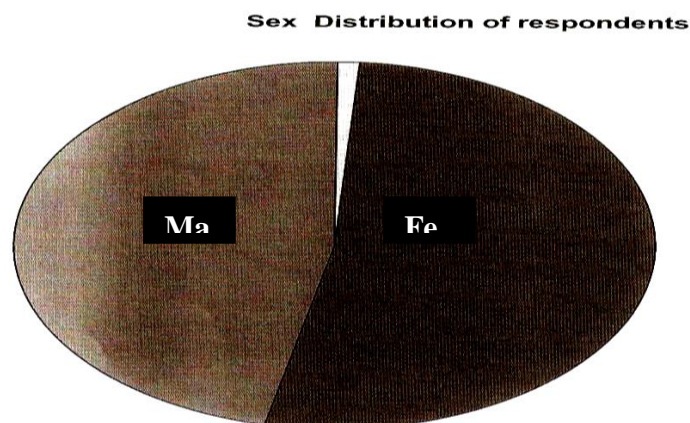
4.2.3 Respondents sex ratio

The results from questionnaires indicate that about fifty five percent (55 %) of the respondents were female and about forty two percent (42 %) male.

This may be because females tend to have more permanent addresses and could therefore be more easily traced compared to males who frequently migrate in search for employment. Therefore it is not because the same distribution occurs in the general list of officials who administered elections in Kasese Town Council during the 2006 elections. The sex ratio is summarized in the figure below.

Female respondents were more than the male but by only a small magnitude. A few respondents did not indicate their sex.

Figure 4:



Source; SPSS Univariate analysis

4.3 Stakeholder management and compliance with election guidelines.

The study sought to examine the extent to which stakeholder management strategies employed by the E.C in identifying, analyzing, training and facilitation of election administrators affect their compliance with electoral guidelines.

The aim was to understand why there are persistent flaws and irregularities in managing elections despite the availability of guidelines, recruitment procedures, efforts to analyze personnel, and strategies to train and facilitate the officials.

As indicators of compliance with guidelines, the study considered the key components of transparency, accuracy and impartiality.

4.3.1 Effect of stakeholder identification procedures and compliance with election Guidelines

This study was interested in examining the effect of stakeholder identification procedures on compliance to election guidelines. Specifically, the study centered on how election Administrators as stakeholders are identified and enlisted.

The study has examined the whole procedure of recruitment considering how the jobs are advertised, the conduct of interviews, appropriateness of selection procedures and how these impact on compliance with electoral guidelines.

Table 5, below gives a summary of average scores for each of the variable items. Analysis from the 180 questionnaires returned indicated that on average the jobs were not well described, not widely advertised and qualifications poorly defined. The response mean on these questions ranged from 1.73 to 2.09 as indicated by the table 5, below.

At the level of selection, an average response of 1.79, shows that most respondents submitted that no interviews and competency tests were conducted.

In regard to experience, a mean of 3.04 indicates that most respondents had worked before as polling officials. At 2.86, an average response on the recruitment process indicates very low incidences of bias or “god father” recommendations.

Table 5: Descriptive statistics of responses on recruitment

	Mean	Std. Deviation	Analysis N	Missing N
Jobs well described	2.09	1.069	180	0
Jobs announced widely on radio	2.01	.881	180	0
Job posters displayed in trading centers	1.73	.690	180	0
Job adverts indicating qualifications	2.20	1.116	180	0
Applicants were interviewed	1.79	.914	180	0
Presentation of Certificates at interviews	1.86	.889	180	0
Applicants did a competency test	1.65	.736	180	0
Had worked before as official (Experience)	3.04	1.515	180	0
No Godfather recommendations	2.81	1.442	180	0
No Discrimination and bias	2.86	1.328	180	0
No bribery	3.23	1.525	180	0

Source: SPSS Multivariate regression

Descriptive statistics in table 6 below, indicates a strong relationship between stakeholder identification and compliance as shown by the statistics below. A standard deviation of 0.51082 indicates a positive relationship.

Table 6: Descriptive statistics: stakeholder identification

MEAN	STD DEVIATION	N.
2.2975	.51082	180

Source: SPSS Multivariate regression

Table 7: Stakeholder identification and compliance with electoral guidelines

Dependant variable - Compliance	B	STD error	Beta	t	Sig	Tolerance	VIF
Accuracy	.053	.060	.074	.878	.831	.762	1.312
Transparency	-.060	.081	-.063	-.737	.462	.762	1.312
Impartiality	.096	.082	.087	1.170	.244	.762	1.312

Source: SPSS Multivariate regression

Regression of stakeholder identification as an independent variable against dependent variables in table 7 above, shows a positive relationship stakeholder identification and compliance. Significant at 0.831 in regard to accuracy, 0.462 with transparency and 0.244 against impartiality.

Cross sections of officials responsible for identification of polling officials were interviewed. Research found out that the E.C instructs Returning officers and District Registrars to advertise jobs of polling officials with person specifications. However, on the ground this does not happen, instead the district officials communicate recruitment instructions to sub-county and parish chiefs who in turn do the recruitment without adequate advertising.

On the question of recruitment criteria and procedures, Sub county chiefs in most cases ignore the specifications thus recruiting people who are not trainable. They conduct no interviews and many of them ask for bribes, recruit relatives or demand for a share on the allowances to be paid to the officials.

Responding to the question on educational qualifications, many respondents indicated that in some areas the required qualifications are not available or those who qualify are not willing to work under the given terms forcing officials to recruit people with inadequate skills.

Answering the question of factors responsible for non – compliance of election officials with electoral guidelines, senior management staff at the electoral commission Headquarters conceded that there is no monitoring of the recruitment exercise for election officials by E.C Headquarters and very little by the District supervisors.

From responses on recruitment procedure, research established that while many of the applicants do not hold the qualifications they claim to have, they are not asked to present academic certificates for verification and no competency tests are conducted to screen applicants.

During recruitment, chiefs are overwhelmed with lobbying and pressure to recruit relatives of fellow staff.

At supervisory level, many of the officials hold the positions by virtue of their offices in the district administration. Parish chiefs and Sub-county chiefs are in charge of supervising elections in their respective areas.

In documentary review, the Sunday Monitor of September 23rd 2007 carried a headline reflecting a discriminative recruitment of staff where jobs are given to ruling party supporters mainly from one part of the country. (See Appendix 4). This breeds patronage which in turn compromises compliance with established guidelines.

In comparison, most interviews and document reviews revealed bias in the recruitment function at both District and lower levels. Documentary review indicated discriminative recruitment of district staff, while at lower levels, Sub-county chiefs compromised quality to recruit relatives and those that promise bribes.

However findings from questionnaires, with a mean of about 2.8 indicate that on average, there was no discrimination, and no bias in recruitment but maintain that the identification and selection processes were inadequate in the aspects of advertisement, interviewing and evaluation.

Both questionnaires and interviews agree on not administering any selection interviews or competency tests for election officials.

4.3.2 Effect of stakeholder Analysis procedures on compliance with election guidelines

This study sought to establish the effect of stakeholder analysis strategies employed by the E.C on compliance with election guidelines. In exploring this, research studied the strategies employed by the E.C to understand the needs and interests of election administrators, their expectations, appreciation of their importance and influence in having a successful election.

It is understood that to design a working strategy, you should first understand the target group. How appropriately does the E.C understand election administrators and how does this affect their compliance with electoral guidelines.

Descriptive statistics of average responses in table 8, overleaf shows responses clustered around 2 with strong consistency indicated by a standard deviation which in most cases tends to 1.

For individual questions, this means that respondents were not consulted on crucial issues like required equipment or training needs, they never had meetings with the EC staff to discuss their problems and they have no association to represent their interests.

Respondents are on average aware of the importance of the polling station in determining the quality of an election, the majority indicated that they are never

approached by politicians to influence results and they acknowledge the need for good communication skills. Responses on these have a mean each above 3.

Generally most respondents were not certain of elections being free and fair, were not sure of the E.C being impartial, manipulation of results at higher levels or fellow officials taking bribes.

While most respondents did not think it was necessary to know electoral laws, they on average indicated that they did not receive any training on topics like crowd management, ethics of polling officials and media management(See statistics on Mean and standard deviation table 8 below)

Table 8: Descriptive statistics of responses on stake holder analysis

	Mean	Std. Deviation	Analysis N	Missing N
Consulted on general equipment required to manage station	1.82	.879	180	0
No officials enroll to with intent to defraud	2.27	1.156	180	0
Consulted on Training needs	1.94	.789	180	0
Consulted on unique requirements	1.90	.910	180	0
Need to know electoral laws	2.04	1.105	180	0
Trained in crowd management	1.89	.925	180	0
Trained in media management	1.88	.892	180	0
Trained on ethics of officials	1.89	1.033	180	0
Need good communication skills	4.15	1.044	180	0
Trust that EC is not biased	2.27	1.135	180	0
Results not manipulated at higher level	2.76	1.102	180	0
No officials take bribes	2.92	1.326	180	0
Elections free and fair	2.84	1.369	180	0
Officials should be permanent	2.79	1.484	180	0
Never approached to influence results	3.33	1.410	180	0
Polling Station determines quality of results	3.82	1.242	180	0
We meet EC staff to discuss problems	1.63	.776	180	0
Have a representative association	1.43	.785	180	0

Source: SPSS Multivariate regression

An average response of 2.4 reflected in the table below shows a general disagreement with E.C.'s stakeholder analysis strategies.

Table 9: Descriptive statistics: stakeholder analysis

MEAN	STD DEVIATION	N.
2.4466	.37461	180

Table 10: Stakeholder analysis and compliance with electoral guidelines

Dependant variable - Compliance	B	STD error	Beta	t	Sig	Tolerance	VIF
Accuracy	-.005	.083	-.005	.062	.951	.753	1.328
Transparency	.101	.111	.078	.911	.364	.753	1.328
Impartiality	.153	.112	.103	1.367	.173	.753	1.328

Source: SPSS Multivariate regression

Statistics in table 10, above shows regression of stakeholder analysis as an independent variable against compliance with election guidelines. Results indicate a relatively weaker relationship with accuracy at a Sig. of 0.951 but a strong positive relationship with transparency and impartiality at 0.364 and 0.173 respectively.

Answering to the question on understanding the needs, expectations, and intentions of election officials before and after recruitment, research established that this is one area that had not been explored at all.

Many of the recruited officials just wanted a job, and because many lack the required qualifications the work was so burdening to them. They worked to just dispose off the work without any commitment.

Responses collected indicated that election officials had no commitment because of low pay and accumulated arrears. Some of the money has gone unpaid for more than five years.

In areas where returning officials are not the CAO's, they lacked administrative authority over the chiefs who supervise elections at the lower levels. This affected the implementation of directives issued by returning officers.

It was established that there is little trust among election supervisors of the E.C as an independent body. Many respondents considered the E.C as just another arm of the ruling party, NRM.

There was no consulting with election administrators. The only times election officials meet E.C staff, is at crowded training sessions where there was no time for exhaustive discussion of their many problems and needs in training and facilitation.

It was also found out that there is the "Fear the state syndrome" so that out of fear, officials take directives from any state agent who may not be concerned with administration of elections for example the security personnel.

Comparing the findings from all methods, it is evident that there was a very low level of understanding of the needs and expectation of election officials and no efforts to consult with them at any level.

Generally all methods indicate that officials were recruited and just assigned responsibility for managing elections. There was no effort to assess their training needs, no consultations on their unique requirements and were not represented in decision making processes.

4.3.3 Impact of adopted management strategies on compliance with election guidelines

To understand whether irregularities are due to inadequacies in strategies adopted by the E.C, this research evaluated two crucial strategies of training and facilitation.

The study reviewed the operational approaches in regard to training and facilitation, examining major areas of crucial relevance to performance and compliance with electoral guidelines.

(a) Training and compliance with election guidelines

In evaluating the training procedures, the study considered key issues like suitability of trainers, training environments, methods of instruction, content of training and the duration.

The research was quite revealing, on how performance in this area compromises compliance with electoral guidelines.

Table 11, overleaf gives a summary of average scores for each of the variable items, mean responses tending to 4 shows that the majority of respondents acknowledge that they were trained, but that training should have lasted for more than one day.

They remained uncertain on the trainers showing good knowledge on the subject matter but agree that generally the instructors used simple, understandable language.

On other questions, most responses had a mean of 2 or less meaning that on average training was conducted in congested environment, instructors were not audible and had no standard training guideline or copies of electoral laws.

Respondents indicated that they were not facilitated with lunch and transport during training.

In regard to the training methodology no reference manuals were given, polling materials like transparent boxes and sealable envelopes were not demonstrated during training. There were no dry runs of the polling process and no mock completion of declaration of results forms

Table 11: Descriptive statistics of responses on training

	Mean	Std. Deviation	Analysis N	Missing N
We were trained	4.02	1.118	180	0
Trained had copies of electoral laws	2.11	1.103	180	0
Instructors were audible	2.52	1.314	180	0
Instructors used simple language	3.67	1.209	180	0
Trainers Showed good knowledge of subject matter	3.07	1.335	180	0
Were given lunch allowance	1.60	.788	180	0
Were given Transport allowance	1.73	.894	180	0
Good room No congestion	1.95	.886	180	0
Were given reference manuals	1.81	.804	180	0
Had dry run of polling process	1.83	.925	180	0
All materials introduced in training	1.95	.987	180	0
All allowance have been paid	3.01	1.457	180	0
Training Should last more than a day	3.49	1.356	180	0
Taught how to use envelope seals	2.13	1.184	180	0
Taught how to seal transparent box	2.25	1.298	180	0
New serialized DR forms introduced	1.69	.687	180	0
Content covered all I would want to know	2.09	1.055	180	0
New transparent ballot boxes demonstrated	1.72	.802	179	1
Valid and invalid votes illustrated	1.77	.845	180	0
Had mock completion of forms	1.87	.805	180	0
Had role Plays of process	1.92	.15	180	0
Manuals had illustration	2.09	1.021	180	0

Source: SPSS Multivariate regression

A mean response of 2.2 shown in table 12, below indicates very low appreciation of the training approaches.

Table 12: Descriptive statistics: stakeholder training

MEAN	STD DEVIATION	N.
2.2525	.40732	180

Table 13: Stakeholder training and compliance with electoral guidelines

Dependant variable - Compliance	B	STD error	Beta	t	Sig	Tolerance	VIF
Accuracy	.131	.074	.145	1.779	.077	.800	1.250
Transparency	.135	.099	.113	1.367	.173	.800	1.250
Impartiality	.170	.100	.124	1.701	.091	.800	1.250

Source: SPSS Multivariate regression

Regression results in table 13, above indicate strong positive relationship between training and compliance with election guidelines.. In all cases Standard error tends to 1, and Sig. is less than 1.

Findings point to the conclusion that there was no mock completion of forms or illustration of valid and invalid votes. This was confirmed in the analysis of selected declaration of results forms for a review of accuracy. Table 14, below, shows the findings.

Table 14: Level of accuracy of selected declaration of results forms.

Election	Number of forms sampled	Number of accurate forms	%
1. Presidential Elections	10	5	50%
2. District Elections	20	6	30%
3. Sub-County Elections	23	9	39%

Source: compiled from Kasese Town council declaration of results forms

In another sample of ten forms selected randomly from all elections, Nine (90%) were either corrected for wrong additions, were incomplete or showed evidence of not understanding the concepts of issued, used, spoilt, valid and invalid ballots. (See appendix 9).

Radio announcements placed to advertise the training sessions indicate that training was carried out at constituency level. (See appendix 5). Training at constituency level meant bringing together about 920 people. That is polling officials and agents for the 115 polling stations in the seven sub-counties of the constituency. This is so because each station had one presiding officer, four assistants, one constable and at least two candidates' agents.

On the question of training of facilitators, it was established that in preparation for training of polling officials, the E.C organized seminars for Returning officers, District Registrars so that these would in turn conduct training for lower level election officials. The E.C training department scheduled training to be conducted at sub-county level for one day.

The training department of E.C was concerned that in many centers, training was a mere briefing lasting less than a day, was conducted by untrained people and that after training many other officials were recruited as replacements of those who opted out but were allowed to work without any training in the management of elections.

Responses on training methods revealed that there were no standardized training manuals although pocket books were distributed to guide the polling officials on polling day. Because of lack of standardized training format, many centers had little or no instruction on crucial content like completion of forms, crowd management and accountability for ballot papers.

Asked how content was determined prior to training, responses indicated that whereas each election activity demands different content in training, basically content is derived from the relevant laws which define each electoral activity in detail. However copies of these laws were not availed to election administrators at lower levels.

On the factors responsible for gaps in training, responses from interviews point to the conclusion that training was not taken as priority during budgeting for election activities leaving out many of the proposed training activities.

Election project time schedules did not provide for adequate training time like for training of trainers. The procurement schedules were inconsistent with training programs so that many materials were not procured early enough for samples to be used as demonstration during training.

The training department did little or no supervision / monitoring of training due to lack of numbers at Headquarters. While at the District, the supervisors deliberately compromised training designs given to them by Headquarters.

Comparison of data from the various methods indicates that whereas the E.C designed training to be carried out at sub-county level as revealed in the interviews, training in Kasese was done at county level as shown in the records of radio announcements(See appendix 5).

All the methods indicate inadequate training approaches, shallow content, poor training environments and inferior training methods devoid of any practical approaches, no role plays, and no demonstration of the polling process.

It is only in regard to instructors that questionnaires give an average indication of trainers having good knowledge of the subject matter and using understandable language.

All in all training was conducted for one day at county level, trainers had no training manuals, were not audible because of the very big numbers, no lunch or transport was provided, and training rooms were crowded.

4.3.3 (b) *Facilitation and compliance with election guidelines*

Success of any project requires adequate provision of technical, financial and material support. The compliance of stakeholders should depend on the kind of facilitation given besides the guidelines. The study examined the level of support given, evaluating the adequacy of allowances, equipment, materials, transport, communication services and consultative support. All this is analyzed in view of its effect on compliance levels.

Table 15, overleaf gives a summary of average scores for each of the variable items. The descriptive statistics of responses on facilitation, generally indicates a mean tending to 3.5. This Means that on average the facilitation was good. Respondents indicate having had enough materials like forms, seals and ballot papers.

Generally crucial materials were adequately provided for example voters registers, basins, declaration of results forms and ballot papers. On average materials were delivered before 7:30a.m and were delivered intact.

On the appropriateness of facilitation the mean response to some questions tended to as low as 2, indicating extreme cases of inadequacy. These inadequacies in facilitation were in the payment of allowances where on average respondents

indicate that not all allowances were paid, those paid were not paid in time and subjected to an official deductions.

Findings revealed that on average crucial equipment was not provided like, communication equipment, rain gear and calculators. Average responses ranging from 1.79 to 2.8 indicate inadequacy in provision of transport, meals, refreshments, consultation support, reference manuals and relevant laws.

Table 15: Descriptive statistics of responses on facilitation

	Mean	Std. Deviation	Analysis N	Missing N
Allowances were adequate	2.04	1.010	180	0
Allowances paid in good time	1.96	.953	180	0
Allowance paid without deductions	2.89	1.277	180	0
Communication equipment was provided	1.77	.879	180	0
Light sources were provided to process results at night	2.50	1.279	180	0
Were provided with rain gear	1.73	.768	180	0
Lanterns or torches were provided	3.21	1.289	180	0
Basins were provided	4.16	.935	180	0
Materials delivered to station before 7.30Am	3.55	1.206	180	0
Were given copies of laws for reference	1.84	.962	180	0
At our centre Voters register was provided	4.27	.939	180	0
We had enough ballot papers	4.23	.944	180	0
DR forms enough for all agents	4.26	.833	180	0
We had enough seals	4.07	.928	180	0
We did not use books as official record for results	3.77	1.201	180	0
Did not borrow any forms	3.75	1.176	180	0
Materials lasted till all had voted	3.77	1.215	180	0
Given calculators to facilitate additions	1.55	.911	180	0
At opening materials were not soaked or stained	3.68	1.156	180	0
At opening ink bottles were intact	3.86	1.178	180	0
Materials found belonged to our polling station	3.64	1.289	180	0
We got transport facilitation	1.91	1.018	180	0
Supervisors were available for consultation	2.88	1.274	180	0
Supervisors answered queries knowledgably	3.10	1.163	180	0
Parish supervisors not biased	2.74	1.193	180	0
Tally staff got meals and refreshments	2.07	1.242	180	0

Source: SPSS Multivariate regression

Descriptive Statistics in table 16, below with a mean of 3 and standard deviation of 0.38, on average indicate consistent agreement with statements and appreciation of facilitation approaches.

Table 16: Descriptive statistics - stakeholder facilitation

MEAN	DEVIATION	N
3.0442	.38426	180

Table 17: Stakeholder facilitation and compliance with electoral guidelines

Dependant variable - Compliance	B	STD error	Beta	t	Sig	Tolerance	VIF
Accuracy	.178	.079	.186	2.248	.218	.780	1.282
Transparency	-.127	.106	-.100	-1.194	.234	.780	1.282
Impartiality	.613	.107	.422	5.711	.000	.780	1.282

Source: SPSS Multivariate regression

Regression statistics in table 17, above giving a significance of; 0.218, 0.234 and 0.00, indicate a weak but positive relationship between facilitation and compliance with election guidelines.

Respondents interviewed on the provision of equipment, materials and financial support had a number of concerns. The E.C is dependant on the ministry of finance and parliament who approve its budget. Findings indicated that the budget for the 2006 elections was significantly cut from 74.3 billion to 67 billion. This budget cut forced the E.C to compromise a lot in material and financial support for the elections. There was always lack of adequate funding to meet logistical needs.

Answering to the question of gaps in the provision of equipment and materials, responses were that polling stations lacked facilities to physically display the voters' registers. Officials sat under tree shades with copies of the voters roll.

During elections no communication equipment was provided to election officials at lower levels. Many relied on personal phones for which no airtime was provided. Telephone and fax were installed at the District to communicate mainly with headquarters. But fax failed mainly due to lack of operational know how.

Records indicate that payment of allowances was based on the structure similar to the one indicated in appendix 6. Responses were that a consolidated allowance of 20,000= and 15,000= paid to presiding officers and polling assistants / constables respectively, was very inadequate. Out of this allowance, officials working from 6:00 a.m. to late in the night had to cater for their transport, at least two meals, refreshment like a bottle of water and some take home. The little that was paid did not always come in time. Some officials who worked for the E.C in the project for the photographic voters' registrar were being paid after eight years.

Answering to the question of gaps in provision of allowances, research established that whereas the E.C released payments in time, some supervisors withdrew the money and kept it for months before paying. There are also complaints of some supervisors paying less money than was recommended by the commission especially at Sub-County and parish levels.

Whereas the E.C released training and transport allowances to polling officials of Kasese District on voucher numbers 645 / 1118 and cheque numbers 892415 and 950876 respectively, no allowances were paid at training venues and no allowance was paid for transportation of polling kits. Any body who tried to complain was threatened with dismissal.

Asked to highlight factors responsible for compliance gaps, respondents reported that there were delays in procuring election materials especially ballot papers that were printed in Britain and South Africa leading to haphazard and hurried packing, late deliveries to districts and mistakes in dispatch. It was also established that a few polling stations in Kasese Town Council reported complete non delivery of materials like ballot papers for some categories of candidates, while some had shortages of materials and logistical problems on polling day.

There is evidence of inadequate verification leading to miss packing and dispatch of wrong materials. For example at Namwamba junction polling station, the Presiding officer swore an affidavit in the matter of petition 12 of 2006 filed at Kasese court, that ballot papers of candidates for male councilor were not in the box when poll opened on 10th May 2006.

Supervisors at parish level lacked commitment and competence. They failed to offer the necessary consultation and guidance to the field officials at polling stations. In the affidavit above, there was evidence of inadequate consultative support from the parish and sub-county supervisors because the Presiding officer had to go personally up to the District to consult with the District Registrar

leaving the station in turmoil. The district administration did not co-operate in providing vehicles leading to inadequate supervision, poor distribution and retrieval of materials.

The data from different methods is on comparison contradictory. For example on the payment of allowances, while records indicate that the E.C released a training allowance of 5000= per trainee, and 2000= per polling station for transportation of the polling kit, interviews and questionnaires reveal that no such monies were ever received by the polling officials

However responses from the three methods of data collection on facilitation consistently showed satisfaction with provision of polling materials while to the contrary all responses reported lack of crucial equipment like calculators and rain gear.

4.3.4 The Effect of political interference on compliance with election guidelines

The election administrative structure depended so much on the traditional civil service. The parish and sub-county chiefs supervised elections at their levels, and given that politicians have control over recruitment and deployment of chiefs, it became necessary that we evaluate the extent to which politics and politicians interfered with the electoral process. Could compliance with guidelines have been compromised because of political interference?

To examine whether there was any involvement of politicians and security people in managing or frustrating the electoral process, the study considered deployment of soldiers during elections, handling of election materials, manning polling stations, giving directives and other compromises to electoral officials.

A mean response of 2 or less indicated by the statistics over leaf shows general disagreement with having had any negative political intervention in the polling process. Results indicate that to a larger extent the electoral process was free from political interference. Officials did not receive any instructions from security officials or local council leaders.

Political leaders did not participate in deciding disputes at the polling station, or counting of results.

On average no voters were introduced by politicians to be allowed to vote and they did not handle election results at any level.

Table 18 over leaf, gives a summary of average scores for each of the variable items. With a mean response of 2.35, respondents generally seem to agree that soldiers were deployed in the villages during elections.

Table 18: Descriptive statistics of responses on political interference

	Mean	Std. Deviation	Analysis N	Missing N
Invited by LC or Security officials for instructions before polling	1.73	1.108	180	0
LCs ruled on disputes at our station	2.12	1.108	180	0
Soldiers deployed in Villages during Elections period	2.35	1.339	180	0
Invited by LCs or security officials to discuss results	1.72	1.025	180	0
Voters introduced by LCs allowed to vote even if not on register	2.06	1.220	180	0
LC officials handled counting process	1.81	1.018	180	0
LC officials delivered results to Town Council	1.85	1.101	180	0
Local leaders instructed us on how to conduct the Election	1.62	.947	180	0

Source: SPSS Multivariate regression

A mean response of 1.9 supported with consistency at a Std. deviation of 0.72 in the tables below, shows general disagreement to suggestions that politics interfered with the polling process.

Table 19: Descriptive statistics - political interference

MEAN	DEVIATION	N
1.9179	.72040	180

Table 20: Political interference moderating effect on stakeholder management and compliance

Compliance	ACCURACY					IMPARTIALITY					TRANSPARENCY					
	B	Std Error	Beta	t	Sig.	B	Std Error	Beta	t	Sig.	B	Std Error	Beta	t	Sig.	
Stakeholder management																
Stakeholder Identification Moderated by Political interference	-.092	.081	.535	-1.134	.259	.107	.110	.411	.976	.331	-.066	.108	-.292	-.615	.540	
Stakeholder Analysis Moderated by Political interference	.021	.121	.118	.174	.862	.060	.164	.222	.368	.713	.145	.162	.609	.894	.373	
Stakeholder Training Moderated by Political interference	.100	.098	.487	1.017	.311	.085	.133	.274	.641	.522	.227	.131	.835	1.730	.086	
Stakeholder Facilitation Moderated by Political interference	.098	.122	.631	.800	.425	-.071	.165	-.302	-.430	.668	.020	.163	.095	.120	.905	

Source: SPSS Multivariate regression

Regression statistics above indicates a weak moderating effect of political interference on the relationship between management of election administrators and compliance with election guidelines.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

To understand the implications of the findings in this study, data has been summarized and discussed in a three dimensional approach. Comparing the findings and existing literature, in relation to the contemporary socio/ economic setting. This has formed the basis for drawing conclusions and making recommendations to be considered by various election stakeholders.

5.1 Summary

General tendencies of responses have been summed up and average outlines of findings on each of the variables are here under indicated.

5.1.1 Effect of stakeholder identification procedures on compliance with election guidelines

The identification and recruitment of election officials showed very little professionalism.

Job adverts for the post of election officials did not detail the job and person specifications, they were not extensive as the only few announcements on radio

could not be heard by many people and some applicants only knew about the jobs through word of mouth.

No interviews were conducted and there was no verification of academic qualifications of applicants. With no competence tests written by applicants, recruitments were in some cases based on political/administrative recommendations or bribery.

A few genuine cases of mainly teachers and civil servants were recruited basing on previous experience.

5.1.2 Effect of Stake holder analysis procedures on compliance with election guidelines

Despite the importance and influence of election administrators in having a high quality election, the E.C has made no attempt to understand the needs, attitudes and expectations of the staff that throw the final dice.

Their needs are diverse, ranging from training gaps to unique material requirements. Many have negative attitudes towards their work and their employer – the E.C. To the extreme some think that elections are never free and fair, the E.C is biased and results are always manipulated at higher levels. While these officials had problems, complaints and challenges, there were no meetings, no workshops and had no association through which to channel their grievances.

5.1.3 Effect of adopted management strategies on compliance with election guidelines

Briefly, findings on the focal strategies of training and facilitation can be summarized as follows:

(a) Training and compliance with election guidelines

The training of polling officials was by far inadequate. Trainers used inappropriate approaches, training was conducted in unsuitably crowded environments and for very short periods. In fact it was just a briefing. The content was not well defined, was in some cases irrelevant and many crucial topics were not covered.

The methodology disregarded the practical nature of the job of managing elections. Most training sessions were too theoretical as they did not cover practical aspects related to election management.

(b) Facilitation and compliance with election guidelines

Adequate attempts were made to provide materials that promote impartiality and transparency in elections. However there were a few irregularities in the verification, accuracy, and delivery of some materials. Gaps were also evident in the provision of transport, communication and technical support.

The level of financial support by way of allowances was very poor. Payments were inadequate, not made in time, subjected to a lot of manipulations and deductions. A few other provisions that could affect performance like rain gear, calculators, light source, basins, guide lines, and copies of laws, either lacked completely or were inadequately distributed.

5.1.4 Effect of political interference on compliance with election guidelines

There were no cases of direct political interference in the polling process. However there are public perceptions of covert political work especially through over zealous machinations of state organs like the police and other security agencies, attempts to influence recruitment of polling officials and unqualified actions of the E.C.

5.2 Discussion

This section compares findings with existing standards, models and general observations in literature. comparisons are discussed in view of the time and setting of the study.

5.2.1 Effect of stake holder identification procedures on compliance with election guidelines

Recruitment of people who do not meet project requirements negatively impacts on the outcomes of an election. Baxter (2005), observed that no system will work

without competent staff and that key positions that are of crucial importance to success, need care in identifying the right people to take responsibility for the various activities.

Compliance with guidelines depends on the quality of officials appointed to manage an election. The ability to understand the guidelines and to apply them in challenging electoral environments requires real quality staff. In this study the recruitment function lacked in aspects of advertisement, interviews and selection.

The EC needs to appreciate that the eventual success of an election comes from the way business is conducted at the polling stations. Effort should be directed at having the right people at the polling station. Competent, committed and of integrity. Duncan (1996) suggests that even if the best people may not be available, recruitment should at least ensure that the people recruited will meet the project requirements.

A Registrar merely writing a communication to chiefs, instructing them to recruit, is a disregard of the importance of the polling station as the principle centre of activity in an election. In the end recruitment disregards crucial basic requirements like education and integrity.

Recruitment that is based on patronage rather than integrity compromises the independence of election administrators since they owe their recruitment to certain forces who in turn demand allegiance. To have competent people of integrity, the terms of payment need to count. It should be attractive in that an official can

afford his personal expenses on polling day and also save some take home. A token pay of 20,000 for a presiding officer is not attractive at all.

The educational background, personality and integrity of the people recruited was mostly inappropriate to the task of managing elections. Some of those recruited could not be trained to the necessary standard mainly because of their inferior educational backgrounds.

The recruitment procedure was so unprofessional. Advertisement of the jobs was inadequate, there were no interviews, educational qualifications were not verified and competency was not assessed in any way.

5.2.2 Effect of Stakeholder analysis procedures on compliance with election guidelines

Election officials perform a noble function. Entrusting people with such crucial responsibility should be preceded by a deeper analysis of 'who' they are, what experiences they have, their needs, attitudes and expectations.

Respondents agree that the polling station is the most influential stage in determining the quality of election results. Because they are of great importance and influential in the success of an election, management should not only make them aware of this but should adopt strategies that prepare and facilitate them adequately to match the enormous responsibility.

When drawing plans for elections involve all those people affected by the plan (Baxter, 2004). This could be through evaluation seminars and consultative meetings. Their input is needed especially on issues unique to their areas for example means of transport, cost of living, political and security threats. Unfortunately research has revealed that in Kasese Town Council, there was no consultation or conference between EC staff and election officials. Kotter (1995) recommends that management should seek to bring together all stakeholders who may influence outcomes so that all their interests are discussed and resolved.

Dranfield *et al* (1999), recommends that employees be consulted and jobs evaluated to ensure that pay levels are acceptable to them as fair and reasonable. Through these consultative meetings there is a chance to correct the wrong attitudes, assess training needs and discuss challenges.

Nabaho (2001), recommends that training needs should be comprehensively assessed to reflect skill gaps. For example majority of respondents think that electoral commission staff are biased, elections are not always free and fair, results are manipulated at higher levels and some officials take bribes to influence outcomes. These are negative and dangerous attitudes that need correction through a more interactive approach to make them part of the EC, understand its mission and own it up. As seen in the literature review, Stakeholders are consulted to build legitimacy of the project (Dryzet 2000), to identify networks to build on, conflict areas to address (Blick, 2002) and to understand the intentions and expectations of stakeholders (Crancken,1997)

Lack of any form of engagement to specifically assess the readiness and commitment of these officials led to many of their expectations and requirements neither being met, nor understood.

Many came just for a job and money. They performed only to the limit of completion. They lacked that drive and commitment of doing more, doing the best in accuracy, transparency and impartiality.

Basically analysis should form the base line against which all other strategies should be based. It is the pointer that should have given direction on how to train and facilitate officials for a quality outcome.

5.2.3 Effect of adopted stakeholder management strategies on compliance with election guidelines.

The two strategies of training and facilitation which the study focused on, presented a very high level of significance in influencing the compliance of election administrators to election guidelines as here under discussed.

(a) Training and compliance with election guidelines

Training should be a cardinal strategy in preparing election administrators for a high quality performance compliant with the laws and electoral guidelines. Proper management of elections requires high quality training programs (Baxter, 2004). Despite this, research findings indicate that it was perhaps the

most disregarded activity. In Kasese Town Council training was conducted mainly as a formality. It was flawed in most procedures and dimensions.

Findings from study indicated that trainers did not have dry runs of the polling process. Election management is so practical that training should have a practical element. Learning is enhanced through exposure to knowledge, participation, repetition and feedback.(Greenberg, 2008). A number of changes are necessary if we are to make training more effective.

Results of this study indicate that training was conducted at county level not at Sub-county level as designed by E.C. Training more than nine hundred people in one hall for one day was in the least just a formality. In essence officials were only briefed but not trained. The environment in which training took place was too crowded.

In effect, many of the election officials were 'raw' in terms of skills. Because they were under trained, they were not equal to the challenges at the polling station as evidenced by the inaccurate completion of results forms shown in table 14.

Whereas findings from the study agree that instructors had good knowledge of the subject matter, the methods of instruction were inappropriate. According to Palmer (2000), at training sessions there should be hands-on training, going through a dry run of all polling activities. In particular completing forms, determining valid votes and undertaking the count. But research found that

there were no training manuals, items like transparent boxes and serialized forms had not been procured for demonstration during training, no role plays, no dry run of polling process and no copies of electoral laws given.

All this happened in an election where materials like transparent boxes, serialized forms and envelope seals were to be used for the first time. Similarly, for the first time we were to have a multiple election of three elective slots at ago, under a multiparty dispensation. This had its own pressures and challenges that should have required extensive and focused training.

The task of managing a polling station is so challenging that training should have as many practical units as possible. Lack of demonstration of the possible set up meant that election officials encountered a completely new experience at the polling station.

There was no standard training guideline on content. Even the trainer interviewed could not authoritatively outline the content of the training he conducted. According to Thiel (2001), training content should cover all election management issues like laws, regulations, skills, media, and crowd management.

Responses from questionnaires on topics of ethnics, public relations, crowd management and electoral law, indicate that none of these areas was covered. All this can be attributed to lack of a standardized training content. Party

agents did not receive any training yet, as central stakeholders at the polling station should have been trained. Party agents and observers should also be trained by the bodies responsible for their deployment (Palmer, 2003).

5.2.3 (b) *Facilitation and compliance with election guidelines*

The E.C has done its best in regard to electoral materials that can ensure transparency and impartiality of elections; the photographic register, transparent boxes, indelible like, serialized forms, and envelop seals. Indeed results from the study confirm that to a greater degree the supply of materials was adequate.

Whereas materials were provided, more needs to be done to eliminate inaccuracies in the voters register and irregularities in vetting, packing and distribution of materials.

Questionnaires indicated cases of missing particulars of voters, packing of inadequate ballots and forms. Also, cases of non citizens on the voters register were pointed out during the interviews.

The inaccuracy of ballot papers is one issue that should not be tinting the electoral process today. Why should a missing photograph of a candidate be realized on polling day? Where is the editing, where is the verification through all the stages from nomination, sorting, printing, post printing reviews and packing?

Both interviews and questionnaires concur that there was no facilitation in regard to communication. The presiding officer at Nyamwamba polling station, swore an affidavit that he had to walk from the polling station to go and consult the registrar at District Headquarters. In his absence from the station, conflicting directives and arguments fuelled a riot, arrests were made, elections aborted and the case ended up in court.

Many of the supervisors did not supervise at all. Actually it was revealed during interviews that some of them worked as presiding officers.

The worst in facilitation comes through with allowances. Remuneration is a big factor affecting compliance (Ifes, 1998). All results indicate that the allowances as indicated in appendix 6 are inadequate. Despite this, they were not paid in good time and are subject to a lot of manipulation at various levels.

Rob Dranfield, et al (1999), suggests that pay levels should consider the job description, mental and physical demands, the salary market, cost of living and cost of performing the job. Whichever way you look at it, the pay levels for election officials failed on all the above parameters.

Considering that the quality of the election is most determined at the polling station, and taking the observation that pay levels should consider the internal value of job (Armstrong 1999) one concludes that there was little disregard to enhancement of performance at this level.

An Ifes/IRI mission to Djibouti (2005), observed that flaws in the electoral process were primarily due to inadequacy of provisions rather than manipulations. A few minor provisions like calculators could improve the accuracy of the results forms. It is so disappointing when copies of those forms are tabled in court as evidence when they show wrong summations of very elementary figures.

5.2.4 Effect of political interference on compliance with election guidelines

An electoral body should cultivate a reputation of competence and impartially, to be seen to operate outside the political debate (Anywar & Grignon, 2001). Many politicians approach elections with a make or mar attitude; they want success at any cost.

Results from the study indicate low tendencies of political interference in the administration of elections at the polling station. However as established during interviews, there are strong sentiments that political interference determines the direction of an election. This is where the E.C has a very big Public relations job to improve the legitimacy of the electoral process.

Whereas politicians and state agents did not interfere with the manning of polling stations or processing of results, the actions of state agencies like the police, seemed over zealous on cases involving members of the opposition like in the election scuffles of Nyamwamba Junction where three agents of a candidate were arrested.

To uphold impartiality and fairness, it is not enough to just eliminate the fraudulent manipulations of politicians, there is need for deliberate efforts to control and restrain actions that are likely to be misconstrued. Build a reputation, build the trust.

Irregularities of political nature like massive deletion of voters using tribunals, administrative and political pressures during recruitment, and deployment of soldiers, need serious attention both through correction and public relations.

5.3 Conclusion

Whereas the problem of this study may not be wholly attributed to a particular variable, the findings as discussed point to crucial inadequacy in dimensions of certain variables.

When we relate these discussions to the objectives of this research, we draw conclusions which could have meaning in explaining the relationship between the management of election administrators and their compliance with given guidelines.

5.3.1 Effect of stakeholder identification procedures on compliance with election guidelines

The compliance with election guidelines was significantly affected by the identification procedures for potential election administrators. The quality and

integrity of people recruited to manage an election has got a significant impact on the outcome of an election. Where people appointed are of high integrity, the level of compliance with guidelines will be enhanced.

5.3.2 *Effect of stakeholder Analysis on compliance with election guidelines*

The inadequacy in analysis significantly affected the compliance levels. There is need for prior understanding of the needs, interests, attitudes and expectations of potential election officials so as to devise appropriate strategies..

5.3.3 *Effect of adopted strategies on compliance with election guidelines*

(a) Training and compliance with election guidelines

The procedure and quality of training offered to election administrators significantly affected the level of compliance with election guidelines.

5.3.3 (b) *Facilitation and compliance with election guidelines*

Facilitation provides the means and enhances the will to perform a given task.

To a great extent facilitation affects the compliance with given guidelines.

Findings, of the study indicate that whereas facilitation can be crucial to attainment of quality outcomes, it explains our problem only to a small extent.

Provisions in terms of materials and equipment were appropriate. Inadequacies were only in the provision of allowances and communication. Because the satisfaction levels were low in this regard, there are a few indications of under performance partly attributable to this inadequacy for example late delivery of results.

5.3.4 Effect of political interference on compliance with election guidelines

Political interference did not have a significant direct affect on levels of compliance to guidelines. Research did not reveal extensive interference in the general conduct of elections or processing of results. Traces of interference were at the polling stations and in the recruitment processes.

Findings indicated deployment of soldiers in some areas and high handedness of the police in one polling station. Whereas security organs have defended them as mainly normal deployments for the security of the process, a lot has to be done to correct the high handedness.

5.4 Recommendations

This study has assessed different electoral models and studied many scholars in view of the findings. Upon this as a basis of analysis, a number of recommendations need to be considered in order to enhance and strengthen compliance. These recommendations are discussed in the following sub-sections.

5.4.1 Effect of stakeholder identification procedures on compliance with election guidelines

The Human resource department at the E.C headquarters should be more involved in the recruitment of election officials at lower levels. Spelling out the minimum qualification requirements, developing standard application forms of a design that facilitates both completion by the applicant and review by the recruitment officer. This should be accompanied with an easily administered competency test and an objective standardized process for evaluation of applicants.

There should be greater transparency in regard to the selection of election officials, including consultation with political parties and the early publication of lists of officials for public scrutiny.

In order to increase efficiency of election supervisors, the E.C should move away from utilization of chiefs as supervisors. Instead temporary staff should be recruited on contract terms to supervise elections at lower levels. Chiefs who are interested in supervising elections and can meet the set standards may also apply. This will make supervisors of elections more accountable to the E.C, than it is when they become supervisors automatically because they occupy the office of Sub county or parish chief.

5.4.2 Effect of stakeholder Analysis procedures on compliance with election guidelines

The E.C should design deliberate activities intended to consult with not only the election administrators but all other stake holders at lower levels. This has only been done for Bye-elections. There should be consultative workshops at district and sub-county levels for general consultation, image building and promotion of election activities.

After every election cycle, the E.C should always organize District evaluation workshops to bring together all election officials and party agents to review the concluded activities and discuss ways of improving the quality of future elections.

5.4.3 Effect of adopted strategies on compliance with election guidelines

(a) Training and compliance with election guidelines

Training content should be enriched to cover media management, public relations, reviews of election court petitions and resolutions at stakeholder consultative workshops. The design of content should be hands on, taking trainees through a dry run of all polling procedures. This should be simplified and illustrated in standard training manuals.

The duration of training should be more than one day. The lot that needs to be covered cannot be exhausted in a day. Training sessions should not be merely briefing sessions.

5.4.4 (b) *Facilitation and compliance with election guidelines*

There should be effort to ensure that materials are procured early to allow for timely packing and delivery to districts. Besides material supplies, election officials at the polling station should be given consultative support; simplified manuals and accessible parish supervisors. These also should be facilitated with transport to effectively supervise the polling centers.

To improve communication, the E.C should contract service providers to avail walkie talkies for communication at the lower levels. They offer on spot, open consultation with all other users benefiting from the feedback.

5.5 Recommendations for further research

Whereas the study considered election administrators at lower levels, understanding the entire effect of stake holder management on compliance with guidelines requires further study of other crucial stakeholders like the activities of commissioners and management staff of the E.C, Political parties and their structures, the military and other security organs, the entire voting population, foreign missions, non-government organs, the media and management approaches of the E.C in general.

Emphasis in subsequent studies should also consider crucial subjects like how the E.C can be made more relevant, reputable and more independent.

Studies should be conducted to compare different election regimes in order to assess levels of improvement and to recommend better approaches in the management of future elections. Besides the local elections, comparisons can be made with elections of other countries with similar political/social economic settings to provide lessons for improvement.

It would be important to study why the public usually doubts the impartiality of electoral bodies, has little trust in the accuracy of results and why most losers of elections complain of cheating and mostly don't concede defeat.

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APPENDIX 1

QUESTIONNAIRE FOR ELECTION ADMINISTRATORS

Dear Respondent,

I am a student of the Uganda Management Institute.

As part of fulfillment of requirements for award of a master's degree, I am carrying out a study to find out the factors responsible for the low levels of compliance by election officials to established guidelines.

The study will also recommend to Election Stakeholders on how to improve the quality of election outcomes and reduce on the rampant election irregularities.

As a facilitator of elections in the 2006 electoral season, you are a crucial source of information.

You are therefore humbly requested to fill in the attached questionnaire as carefully and sincerely as possible to enable us assess the responses appropriately.

You don't have to indicate your name anywhere on this document and all information you provide will be treated as confidential and only used for the intended purpose.

Please follow the instructions given at the top of each section.

Yours sincerely,

NADDULI AHMED MUSISI
Uganda Management Institute

SECTION A: DEMOGRAPHIC DATA

Ward ...

Sex : 1. Male 2. Female

Age

5. 15 to 25	4. 26 to 35	3. 36 to 45	2. 46 to 55	1. other
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Employer

5. Self	4. Government	3. NGO	2. Private co.	1. other
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Highest Educational level:

5. university	4. Diploma	3. A level	2. o level	1. other
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Role in Elections.

5. Presiding officer	4. polling agent	3. constable	2. Polling agent	1. other
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SECTION B: STAKEHOLDER IDENTIFICATION.

(A) RECRUITMENT

Using the given scale, please tick (√) the number that best describes how you strongly agree or disagree

SCALE	1	2	3	4	5
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

		1	2	3	4	5
1(I dr)i.	Job adverts show details of what exactly we are expected to do.					
2(I dr)j.	Adverts for recruitment are announced widely on radio.					
3(I dr)i.	Posters advertising jobs were available at our trading center					
4(I dr)i.	The adverts for the jobs of election officials clearly indicate the qualifications required.					
5(I dr)ii	We were interviewed before selection					
6(I dr)ii	At the interviews we presented our academic certificates.					
7(I dr)ii	Before selection we did a written competence test.					
8(I dr)ii.	Before the 2006 elections I had ever worked as an election official					
9(I dr)iii	You did not have to be recommended by politicians to be recruited					
10(I dr)iii.	There was no discrimination or bias during recruitment.					
11(I dr)iii.	I did not pay any bribe or promise any reward to be recruited..					

SECTION C: STAKEHOLDER ANALYSIS

Using the given scale, please tick (√) the number that best describes how you strongly agree or disagree

SCALE	1	2	3	4	5
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

12(sis)j. We have been consulted on the most crucial equipment required to manage elections.					
13(sis)j No election officials deliberately enroll to favor particular candidates.					
14(sis)j. We have been consulted on areas were we need more training					
15(sis)j We have been consulted on unique requirements for our areas.					
16(sis)j. Election officials need to know electoral laws					
17(sis)j.As election officials we have been trained on how to manage large crowds of people.					
18(sis)j. We have been trained on how to handle ‘News men’ (media)					
19(sis)j. Training covered the topic of ethics for election officials					
20(sis)j. To manage elections, you need good communication skills					
21(sis)jii.Electoral Commission staff are not biased.					
22(sis)jii. Election results are never manipulated at higher levels					
23(sis)jii. No election officials take bribes to influence results					
24(sis)jii.Elections are always free and fair.					
25(sis)jii Election officials should be recruited on a permanent basis					
26(sis)jiii. We are never approached by candidates or their agents to influence results.					
27(sis)jiii The polling station is the most influential stage in determining the quality of results.					
28(sis)jiv. We always have meetings with District Electoral Commission staff to discuss our problems and challenges.					
29(sis)jiv. We have an association of election officials and through which we share experiences and forward complaints to the Electoral Commission.					

SECTION D: STRATEGY ADOPTION

(A) TRAINING

Using the given scale, please tick (√) the number that best describes how you strongly agree or disagree

SCALE	1	2	3	4	5
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

30(Tng)di. We were trained.					
31(Tng)di. Trainers had copies of electoral laws.					
32(Tng)di. The instructors were audible					
33(Tng)di. The instructor used simple language for us to understand					
34(Tng)di. The trainer had good knowledge of election procedure					
35(Tng)dii. At our training we were given lunch allowance.					
36(Tng)dii. At our training we were given transport allowance					
37(Tng)dii. At the training centre we sat freely without congestion.					
38(Tng)diii. We were given training manuals for reference					
39(Tng)diii. All the training we practically went through the polling process					
40(Tng)diii. We were physically introduced to all the materials that were to be used on polling day					
41(Tng)diii. We had role-plays of the polling process					
42(Tng)diii. We hade mock completion of forms during training					
43(Tng)diii There was illustration of valid and invalid votes during training					
44(Tng)diii. Training manuals had simple illustrations					
45(Tng)diii. At training the new transparent ballot boxes were demonstrated					
46(Tng)div. The training covered everything I would need to know in managing a polling station					
47(Tng)div. At training serialized declaration of results forms were introduced to us					
48(Tng)div. At training we were taught how to use envelop seals					
49(Tng)div. We were taught how to seal the transparent box					
50(Tng)dv. Training should last for more than one day					

SECTION E: STRATEGY ADOPTION

(B) FACILITATION

Using the given scale, please tick (√) the number that best describes how you strongly agree or disagree

SCALE	1		2		3		4		5	
	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree	
	1	2	3	4	5					
51(GyF)i All our allowances have been paid.										
52(GyF) i. Allowances paid were adequate.										
53(GyF)i. Allowances were paid in good time										
54(GyF)i. Allowances were paid as promised without any deductions										
55(GyF)ii. There was provision of communication equipment in case of a problem										
56(GyF)ii. We were well facilitated to process results even at night										
57(GyF)ii. We were provided with rain gear like umbrella or rain coats										
58(GyF)ii. Our center was provided with a light source like torch or lantern										
59(GyF)ii. At our polling center basins were provided at our station										
60(GyF)iii. At our polling center Materials were delivered to the station before 7.30am.										
61(GyF)iii. We were given copies of electoral laws like the Local Government Act										
62(GyF)iii. At our polling center the voters register was provided										
63(GyF)iii. At our center we had enough ballot papers										
64(GyF)iii. At our polling center declaration of results forms were enough to distribute to all party agents										
65(GyF)iii. At our polling center we had enough seals										
66(GyF)iii. At our polling center we did not use exercise books to record results.										
67(GyF)iii. At our polling center we did not borrow forms from any polling station										
68(GyF)iii. At our polling center marterials lasted until all voters were able to vote.										
69(GyF)iii. At our polling center we were given calculators to facilitate additions.										
70(GyF)iii. At our polling center when we opened the ballot boxes, the materials were not soaked or stained in any way.										
71(GyF)iii. At our polling center when we opened our boxes the ink bottles were intact.										
72(GyF)iii. At our polling center when we opened our box, the materials packed belonged to our polling station.										
73 (GyF)iv. At our polling center we were well facilitated in terms of transport										
74(GyF)v. Whenever we required consultation, supervisors were available										
75 (GyF)v. Supervisors are well knowledgeable with all aspects of elections and can handle all queries.										
76 (GyF)v. Parish supervisors never take biased decisions										
77(GyF)v Tally staff were served meals and refreshments.										

SECTION F: TRANSPARENCY

Using the given scale, please tick (√) the number that best describes how you strongly agree or disagree

SCALE	1		2		3		4		5	
	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree	
	1	2	3	4	5					
78(f)i. Before elections, lists of polling officials were displayed in our area.										
79(f)i. When we got the box from the town council, seals were intact										
80(f)i. Before voting contents of the box were displayed to the voters.										
81(f)ii. Candidates agents sat close enough to view and monitor what ever was going on.										
82(f)ii. Seats were provided for candidates agents to sit										
83(f)iii. At our station, results were announced										
84F) iii At our station counting was done openly										
85 (f)iv. At our station, a copy of the Declaration of Results Form was pinned at the station notice board										
86(f)v. At our station, agents observed the recording of results on declaration forms.										
87(f)v. Declaration of results forms were completed at the station										
88(f)v I have seen the tally sheet compiled for our area by the District tally team.										

SECTION G: ACCURACY

Using the given scale, please tick (✓) the number that best describes how you strongly agree or disagree

SCALE	1		2		3		4		5	
	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree	
	1	2	3	4	5					
89(Acc) i. The system used to tally results at the District was accurate.										
90(Acc) i At our station, accountability for ballot papers was accurate										
91(Acc)j. At our station, the results forms completed had correct additions										
92(Acc)jii. At our station, officials sealed the transparent boxes after the exercise.										
93(Acc)jii. At our station, officials packed a copy of results in the envelope.										
94(Acc)jii. At our station, officials packed a copy of each of the documents in the box.										
95(Acc)jii. At our station, officials packed used and unused ballot papers in the box										
96(Acc)jii. At our station, officials packed the report book in the envelope.										
97(Acc)jii At our station, officials did not pack unused ink in the box because it could stain records.										
98(Acc)jiii. At our station, after counting, results were delivered directly to the Town council.										
99(Acc)jiv. At our station, officials were able to deliver results to the Town council before Mid night.										
100(Acc)jv. At our station, all names for people who registered as voters appeared on the voters register										
101(Acc)jv. At our station, officials all particulars of voters like photographs and sex, were correct										

SECTION H: IMPARTIALITY

Using the given scale, please tick (✓) the number that best describes how you strongly agree or disagree

SCALE	1		2		3		4		5	
	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree	
	1	2	3	4	5					
102.(Imp)i. At our station, all agents agreed to the results as compiled and endorsed the results forms										
103.(Imp)i. At our station there were no cases of people voting more than once										
104.(Imp)i. I have not heard of presiding officers issuing more than one ballot paper to a single voter										
105.(Imp)i. At our station, the correct results were announced										
106.(Imp)jii. The results shown for our station by the District tally sheet are exactly what we forwarded.										
107.(Imp)jiii. At our station, At our station, the presiding officer was freely accessible to people who had problems.										
108.(Imp)jiii. At our station all questions asked by voters were answered freely without discrimination.										
109.(Imp)jiv. At our station each of the agents received a copy of the results										
110.(Imp)jiv At our station no able bodied voters were allowed to vote without following the line.										
111.(Imp)jv. At our station the old, illustrate and disabled chose who to assist them make their choices										
112.(Imp)jv. At our station the polling officials and agents did not assist any voter to make his/ her choice										
113.(Imp)jv. At our station when assisting the old, illustrate and disabled make their choices, no body assisted more than once.										

SECTION J: POLITICAL INTERFERENCE

Using the given scale, please tick (✓) the number that best describes how you strongly agree or disagree

SCALE	1		2		3		4		5	
	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree	
	1	2	3	4	5					
114.(Pol)j. Before voting day, I was invited by the local council or security officials for a discussion on how to conduct the election.										
115.(Pol)j. Local council officials ruled on disputes at our station.										
116.(Pol)jii. Soldiers were deployed in the villages during the election period.										
117.(Pol)jii. Before delivering the results, we were invited by the local council or security officials to discuss them.										
118.(Pol)jii. At our station voters not on the register but introduced by local leaders were allowed to vote.										
119.(Pol)jii. At our station after voting the local council officials handled the vote counting process.										
120.(Pol)jii. At our station after counting the local council officials delivered the results to the Town council.										
121.(Pol)jiii. We received instructions from political leaders and how to conduct the election										
122.(Pol)jv. At our station the local council officials appointed a person to assist the old, illustrate and disabled in making their choices.										

INTERVIEW GUIDE FOR ELECTORAL COMMISSION PLANNING STAFF

Questions and statements to be read to the respondent and answers filled in the spaces provided.

SECTION A: DEMOGRAPHIC DATA

Department:

Section:

SECTION B: MANAGEMENT OF ELECTION ADMINISTRATORS

1. How do you determine the following in regard to polling officials, and lower level supervisors?
 - (i) Recruitment Qualifications:
 - (ii) Training Facilitators:
 - (ii) Training Methods:
 - (iii) Training Facilitators:
 - (iv) Content of Training:
 - (v) Determination of Allowances:
 - (vi) Provision of Equipment:

SECTION C: COMPLIANCE OF ELECTION ADMINISTRATORS

1. Are you satisfied with the performance of election administrators in management of elections at lower levels?
.....
2. What gaps can you identify in their performance?
.....
1. What factors do you think are responsible for these gaps?
.....
2. What recommendations would you make in correcting these gaps?
.....



Disband EC, says DP

Ssebaana wants parties included

By Charles Ariko

THE Democratic Party (DP) has demanded that the Electoral Commission (EC) be barred from organising by-elections.

The party accuses the commission of failing to conduct free and fair presidential and parliamentary elections.

Ssebaana Kizito, the DP president, last week said most of the judgments from election petitions indicated that the commission had failed in its duties.

He noted that with such a background, it would be wrong to ask the commission to repeat a task it had already failed.

"We are asking President Museveni to scrap the current electoral body and appoint a new one that will include representatives of other political parties," Ssebaana told journalists at the party headquarters in Kampala.

He threatened to seek 'other alternatives' if the President did not respond to their call.

"Museveni has only one week to respond to our demands. After that, we shall take other steps."



WANTS REFORMS: Ssebaana

Ssebaana also asserted that his party would counter the harassment by the Police.

"We shall find a way of combating their teargas. There are masks. We can buy them."

He attacked Museveni for supporting the use of teargas.

"It is unfortunate for the President to talk about things that threaten peace. He should instead be preaching peace."

Otafiire's wife buried

CHRIS AHIMBISIBWE



FARE THEE WELL: Maj. Gen. Kahinda Otafiire, the local government minister, his children and relatives look on as the casket of his wife, Winnie Otafiire, is lowered into the grave on Friday in Bushenyi

IN BRIEF

Rotary club offers nets

BUSHENYI

Cases of malaria in the district are expected to drop after the Rotary Club donated 3,735 mosquito nets worth sh40m to people in the sub-counties of Kyelzoba, Kakanju and Ishaka town council. Gad Twesigye, the club's treasurer, on Wednesday said the beneficiaries would be children below 5 years and pregnant mothers. He cautioned parents against selling the nets. Receiving the offer, the Mazinga LC2 chairman, George Bisigire, hailed Rotary for the timely intervention in fighting the killer disease.

Flood victims get food aid

MUKONO

Earlier this year, never faded the slogan victims of the September 2006 floods are chanting after the disaster preparedness ministry offered them 26 tonnes of posho and beans. The district chairman, Mukoome Lukoya, told the press on Monday that Mukono and Kimenyedde sub-counties, which had lost food crops in the floods, would benefit.

Kajara MP tips head teachers

By Rwambuka Mwigima

SUCCESS is a result of timely planning and if pupils in Kajara county, Ntungamo district are to pass well, their head teachers must lay strategies in advance.

This was the advice the area MP, Stephen Tashobya, gave 59 heads of school during a meeting at St. Francis Community Hall over the weekend.

He noted that the area had performed well in

the 2006 PLE examinations and urged all the stakeholders to do their utmost.

Over 200 pupils passed in Standard One in Kajara county, making it the best in the Ntungamo district.

Violence scares tourists

MOMBASA

TOURISTS arriving in Mombasa on Kenya's Indian Ocean coast were expecting to find the usual colourful fruit and vegetable markets lining the streets.

Instead, they found angry supporters of opposition leader Raila Odinga roaming the road from the airport, which was littered with broken glass and burning tyres.

President Mwai Kibaki's disputed election victory on Sunday triggered a wave of tribal clashes in one of Africa's most fragile democracies that shocked the world.

"We should be in mourning," said Achal Kapila, a London-based lawyer who had planned to see in 2008 watching the sun set over an estuary on the palm-fringed south coast.

In better times, tourists and affluent Kenyans gathered there for picnics near an ancient mosque on the white beach. No champagne corks were popped this year, though.

Holidaymakers were held back after their flights landed at Mombasa's Moi International Airport while police arranged armed convoys to escort buses to hotels—most of them safely removed from Kenya's second city and the unrest there.

Officers carrying assault rifles climbed into the backs of tourists' cars and taxis to accompany them to hotels.

"I didn't know where I had come," said Katya Grineva, a Russian con-



Kibaki (right) and the chief of the Commonwealth observer group, Ahmad Tojan Kabbah

Kivuitu doubts Kibaki victory

By Vision Reporter and Agencies

IN a damning admission, the chairman of the Kenyan Electoral Commission (ECK), Samuel Kivuitu, has said he announced the presidential election results under pressure.

against it because I don't want people to say I'm a coward," he said. The embattled chairman made the revelations shortly after meeting with 22 ECK commissioners.

Kivuitu conceded that matters that arose from the poll results were so urgent that they should be taken to court, and the rul-

OBSERVERS REPORT

Friday MONITOR
KAMPALA, SUNDAY, SEPTEMBER 23, 2007 USHS 1,200 (Ksh60 RF)

West dominate new EC position



IN THE SPOTLIGHT: EC Secretary Rwakoojo (inset) in this montage that also shows one of the sorting rooms at the commission.

- Jobs given to NRM supporters
- Suspicion of 2011 plot

THE Electoral Commission has joined a long list of public institutions that stand accused of using favouritism in recruitment of staff. The electoral body comes under the spotlight over the recent hiring of two directors, two directors of section, and 26 deputy district registrars. The majority of the new employees belong to people from western Uganda. Those who do not fall in that category are mostly cadres of the ruling NRM party or relatives.

TURN TO PAGE 5

APPENDIX 5: Training Time-Table

THE ELECTORAL COMMISSION
OFFICE OF THE DISTRICT REGISTRAR
KASESE DISTRICT



Fax:
Telephone:
Our Ref: *Katwe/17/05*

P.O.Box *2522*
Date:

RADIO ANNOUNCEMENT

The office of the District Registrar informs the public that the programme for training of polling officials, Election Constables, SPCs and candidates' Agents is as follows:-

CONSTITUENCE	DATE	TIME	VENUE
Busongora South	17/2/2006	9:30Am	Kasese T.C. Boma Ground
Bukonzo East	18/2/2006	9:30Am	Kisinga P.P. Sub-County Headquarters.
Bukonzo West	19/2/2006	9:30Am	Bwera Teachers College.
Busongora North	20/2/2006	9:30Am	Hima Trading Centre Hall & Catholic Church Hall

NB. For Katwe-Kabatoro T.C. Training will be on 21st Feb. 2006 at Kabatoro Trading Centre offices.

[Signature]
DISTRICT REGISTRAR
KASESE

6:15 Pm ✓
7:15 Pm
9:15 Pm
Special Ekyanda Kyabalais
DS mentions



LOCAL GOVERNMENT ELECTIONS, 2006
SCHEDULE FOR PAYMENT OF POLLING OFFICIALS FOR RESIDUAL ELECTIONS FOR
SUBCOUNTY/TOWN/MUNICIPAL DIVISIONS AND MUNICIPAL LEVELS

Code	District	Polling Stations	No. of Posts	No. of Polling Assistants	Presiding Officers (40,000=@)	Polling Assistants (20,000=@)	Election Constables (20,000=@)	Total
01	APAC	18	2	3	720,000	1,080,000	360,000	2,160,000
01	APAC	91	1	2	3,640,000	3,640,000	1,820,000	9,100,000
02	ARUA	13	2	3	520,000	780,000	260,000	1,560,000
02	ARUA	82	1	2	3,280,000	3,280,000	1,640,000	8,200,000
03	BUNDIBUGYO	1	2	3	40,000	60,000	20,000	120,000
03	BUNDIBUGYO	54	1	2	2,160,000	2,160,000	1,080,000	5,400,000
04	BUSHENYI	5	2	3	200,000	300,000	100,000	600,000
04	BUSHENYI	43	1	2	1,720,000	1,720,000	860,000	4,300,000
05	GULU	24	2	3	960,000	1,440,000	480,000	2,880,000
05	GULU	133	1	2	5,320,000	5,320,000	2,660,000	13,300,000
06	HOIMA	4	3	4	160,000	320,000	80,000	560,000
06	HOIMA	16	2	3	640,000	960,000	320,000	1,920,000
06	HOIMA	32	1	2	1,280,000	1,280,000	640,000	3,200,000
07	IGANGA	6	2	3	240,000	360,000	120,000	720,000
07	IGANGA	32	1	2	1,280,000	1,280,000	640,000	3,200,000
08	IGANGA	60	1	2	2,400,000	2,400,000	1,200,000	6,000,000
54	KABERAMAIDO	11	1	2	440,000	440,000	220,000	1,100,000
55	KANUNGU	41	1	2	1,640,000	1,640,000	820,000	4,100,000
56	NAKAPIRIPIT	1	1	2	40,000	40,000	20,000	100,000
56	NAKAPIRIPIT	2	3	4	80,000	160,000	40,000	280,000
56	NAKAPIRIPIT	7	2	3	280,000	420,000	140,000	840,000
57	AMOLATAR	10	2	3	400,000	600,000	200,000	1,200,000
57	AMOLATAR	16	1	2	640,000	640,000	320,000	1,600,000
58	AMURIA	1	2	3	40,000	60,000	20,000	120,000
58	AMURIA	22	1	2	880,000	880,000	440,000	2,200,000
60	BUTALEJA	31	1	2	1,240,000	1,240,000	620,000	3,100,000
62	ISINGIRO	14	1	2	560,000	560,000	280,000	1,400,000
64	KALIRO	5	2	3	200,000	300,000	100,000	600,000
64	KALIRO	21	1	2	840,000	840,000	420,000	2,100,000
65	KIRUHURA	23	1	2	920,000	920,000	460,000	2,300,000
66	KOBOKO	11	2	3	440,000	660,000	220,000	1,320,000
66	KOBOKO	25	1	2	1,000,000	1,000,000	500,000	2,500,000
67	MANAFA	3	2	3	120,000	180,000	60,000	360,000
67	MANAFA	60	1	2	2,400,000	2,400,000	1,200,000	6,000,000
68	MITYANA	34	1	2	1,360,000	1,360,000	680,000	3,400,000
69	NAKASEKE	7	1	2	280,000	280,000	140,000	700,000
TOTAL					138,040,000	146,940,000	69,020,000	354,000,000

Presiding Officers (40,000=@)	Polling Assistants (20,000=@)	Election Constables (20,000=@)	Total
720,000	1,080,000	360,000	2,160,000
3,640,000	3,640,000	1,820,000	9,100,000
520,000	780,000	260,000	1,560,000
3,280,000	3,280,000	1,640,000	8,200,000
40,000	60,000	20,000	120,000
2,160,000	2,160,000	1,080,000	5,400,000
200,000	300,000	100,000	600,000
1,720,000	1,720,000	860,000	4,300,000
960,000	1,440,000	480,000	2,880,000
5,320,000	5,320,000	2,660,000	13,300,000
160,000	320,000	80,000	560,000
640,000	960,000	320,000	1,920,000
1,280,000	1,280,000	640,000	3,200,000
240,000	360,000	120,000	720,000
1,280,000	1,280,000	640,000	3,200,000
2,400,000	2,400,000	1,200,000	6,000,000
440,000	440,000	220,000	1,100,000
1,640,000	1,640,000	820,000	4,100,000
40,000	40,000	20,000	100,000
80,000	160,000	40,000	280,000
280,000	420,000	140,000	840,000
400,000	600,000	200,000	1,200,000
640,000	640,000	320,000	1,600,000
40,000	60,000	20,000	120,000
880,000	880,000	440,000	2,200,000
1,240,000	1,240,000	620,000	3,100,000
560,000	560,000	280,000	1,400,000
200,000	300,000	100,000	600,000
840,000	840,000	420,000	2,100,000
920,000	920,000	460,000	2,300,000
440,000	660,000	220,000	1,320,000
1,000,000	1,000,000	500,000	2,500,000
120,000	180,000	60,000	360,000
2,400,000	2,400,000	1,200,000	6,000,000
1,360,000	1,360,000	680,000	3,400,000
280,000	280,000	140,000	700,000
138,040,000	146,940,000	69,020,000	354,000,000

**Legal & PR
Department**



Memo

To: Chairman, EC
Deputy Chairperson
Commissioners
Secretary,
Heads of Departments

From: Ag. Head, Legal Department

Date: 06/08/2007

Subject: STATUS OF PETITIONS AFTER GENERAL ELECTIONS 2006,
AS OF 06/07/2007

Find attached a set of status reports on election petitions, Constitutional Petitions and Civil cases filed by against the EC as at July, 2007.

Cases Won by the Commission	95	64%
Cases Pending in Court	24	15%
Applications Lost by the Commission	30	16%
Elections Nullified by Court	15	10%
Total	150	

APPENDIX 8 REGRESSION STATISTICS

Model Summary:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.213 ^a	.045	.018	.48272	.045	1.659	5	174
2	.264 ^b	.069	.020	.48219	.024	1.095	4	170

a. Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level

b. Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation

c. Dependent Variable: Transparency

ANOVA:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.933	5	.387	1.659	.147 ^a
	Residual	40.545	174	.233		
	Total	42.478	179			
2	Regression	2.951	9	.328	1.410	.187 ^b
	Residual	39.526	170	.233		
	Total	42.478	179			

a. Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level

b. Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation

c. Dependent Variable: Transparency

Coefficients:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations
		B	Std. Error	Beta			Zero-order
1	(Constant)	2.030	.267		7.610	.000	
	Gender	.105	.072	.113	1.468	.144	.139
	Number of years	.070	.041	.128	1.692	.092	.136
	Employer	.016	.033	.036	.474	.636	-.003
	Highest educational level	.011	.042	.021	.267	.790	-.018
	Role in Elections	-.035	.026	-.103	-1.331	.185	-.124
2	(Constant)	1.920	.421		4.564	.000	
	Gender	.102	.072	.109	1.409	.161	.139
	Number of years	.083	.042	.152	1.969	.051	.136
	Employer	.011	.033	.024	.316	.752	-.003
	Highest educational level	.020	.043	.036	.466	.641	-.018
	Role in Elections	-.024	.027	-.072	-.894	.373	-.124
	Stakeholder identification	-.060	.081	-.063	-.737	.462	-.024
	Stakeholder analysis	.101	.111	.078	.911	.364	.061
	Stakeholder training	.135	.099	.113	1.367	.173	.104
Stakeholder facilitation	-.127	.106	-.100	-1.194	.234	-.074	

a. Dependent Variable: Transparency

Model Summary:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.112 ^a	.013	-.016	.56284	.013	.442	5	174
2	.526 ^b	.277	.239	.48725	.264	15.542	4	170

a. Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level

b. Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation

c. Dependent Variable: Impartiality

ANOVA:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.700	5	.140	.442	.819 ^a
	Residual	55.121	174	.317		
	Total	55.821	179			
2	Regression	15.460	9	1.718	7.235	.000 ^b
	Residual	40.361	170	.237		
	Total	55.821	179			

a. Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level

b. Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation

c. Dependent Variable: Impartiality

Coefficients:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations
		B	Std. Error	Beta			Zero-order
1	(Constant)	3.277	.311		10.537	.000	
	Gender	.027	.083	.025	.320	.750	.002
	Number of years	-.044	.048	-.071	-.914	.362	-.073
	Employer	.000	.038	.000	-.007	.994	.021
	Highest educational level	-.003	.050	-.004	-.054	.957	.008
	Role in Elections	.034	.031	.087	1.107	.270	.084
2	(Constant)	.814	.425		1.914	.057	
	Gender	-.029	.073	-.027	-.398	.691	.002
	Number of years	-.061	.043	-.097	-1.424	.156	-.073
	Employer	.000	.034	-.002	-.027	.979	.021
	Highest educational level	-.042	.043	-.067	-.967	.335	.008
	Role in Elections	-.005	.028	-.012	-.167	.867	.084
	Stakeholder identification	.096	.082	.087	1.170	.244	.259
	Stakeholder analysis	.153	.112	.103	1.367	.173	.307
	Stakeholder training	.170	.100	.124	1.701	.091	.223
Stakeholder facilitation	.613	.107	.422	5.711	.000	.450	

a. Dependent Variable: Impartiality

Regression Accuracy

Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Change Statistics	Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.137a	.019	-.009	.36959	.019	.663	5	174	.652	2.276
2	.304a	.092	.044	.35964	.074	3.441	4	170	.010	

- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level
- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation
- Dependent variable: Accuracy

ANOVA

Mode		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.453	5	.091	.663	.652a
	Residual	23.768	174	.137		
	Total	24.221	179			
2	Regression	2.233	9	.248	1.919	.052b
	Residual	21.987	170	.129		
	Total	24.221	179			

- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level
- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation
- Dependent Variable: Accuracy

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
Gender	-.010	.055	-.015	-.191	.849	-.048	-.014	-.014	.929	1.076
Number of years	.018	.032	-.044	-.570	.569	-.052	-.043	-.043	.952	1.050
Employer	.009	.025	.027	.357	.722	.046	.027	.027	.954	1.048
Highest educational level	.018	.033	.044	.565	.573	.068	.043	.043	.918	1.089
Role in Elections	-.025	.020	.098	1.247	.214	.116	.094	.094	.909	1.100
(Constant)	1.742	.314		5.550	.000					
Gender	-.026	.054	-.037	-.477	.634	-.048	-.037	-.035	.909	1.100
Number of years	-.021	.031	-.051	-.668	.505	-.052	-.051	-.049	.921	1.086
Employer	.009	.025	.026	.345	.731	.046	.026	.025	.938	1.066
Highest educational level	.008	.032	.018	.236	.814	.068	.018	.017	.899	1.112
Role in Elections	.014	.020	.055	.694	.488	.116	.053	.051	.840	1.191
Stakeholder identification	.053	.060	.074	.878	.381	.167	.067	.064	.762	1.312
Stakeholder analysis	-.005	.083	-.005	-.062	.951	.124	-.005	-.004	.753	1.328
Stakeholder training	.131	.074	.145	1.779	.077	.184	.135	.130	.800	1.250
Stakeholder facilitation	.178	.079	.186	2.248	.026	.218	.170	.164	.780	1.282

Moderator Variable Regression Statistics

1. Regression Moderator Variable / Impartiality

Model Summary

Mode 1	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Change Statistics	Durbin- Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.111a	.012	-.016	.56293	.012	.433	5	173	.825	1.868
2	.526b	.277	.238	.48732	.265	15.462	4	169	.000	
3	.529c	.280	.237	.48766	.003	.764	1	168	.383	
4	.539a	.290	.229	.49022	.010	.563	4	.164	.690	

- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level
- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation.
- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation, Political interference.
- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation, Political interference, identification and political interference, Training and political interference, Analysis and political interference, Facilitation and political interference .
- Dependent variable: Impartiality

ANOVA

Mode		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.687	5	.137	.433	.825a
	Residual	54.822	173	.317		
	Total	55.509	178			
2	Regression	15.374	9	1.708	7.193	.000b
	Residual	40.135	169	.237		
	Total	55.509	178			
3	Regression	15.556	10	1.556	6.541	.000c
	Residual	39.953	168	.238		
	Total	55.509	178			
4	Regression	16.097	14	1.150	4.784	.000d
	Residual	39.412	164	.240		
	Total	55.509	178			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Beta	Zero-order	Partial	Part	Tolerance
(Constant)	1.621	1.232		1.315	.190					
Gender	.022	.074	-.021	-.300	.765	-.002	-.023	-.020	.899	1.113
No. of years	-.058	.043	-.093	-1.354	.178	-.073	-.105	-.089	.911	1.098
Employer	.000	.035	-.001	-.021	.984	-.073	-.002	-.001	.894	1.119
Highest educational level	-.036	.044	-.057	-.816	.416	.021	-.064	-.054	.877	1.140
Role in Elections	-.008	.029	-.021	-.282	.778	.008	-.022	-.019	.762	1.312
Stakeholder identification	-.109	.234	-.100	-.467	.641	.084	-.036	-.031	.095	10.548
Stakeholder analysis	.031	.339	.021	.091	.927	.259	-.007	.006	.084	11.963
Stakeholder training	.025	.266	.018	.095	.924	.307	-.007	.141	.115	8.674
Stakeholder facilitation	.733	.343	.504	2.136	.034	.223	.165	-.048	.078	12.870
Political interference	-.425	.588	-.548	-.722	.471	.450	-.056	.064	.008	132.998
Identification and political interference	.107	.110	.411	.976	.331	-.057	.076	.008	.024	40.965
Analysis and political interference	.060	.164	.222	.368	.713	.068	0.29	.024	.012	83.945
Training and political interference	.085	.133	.274	.641	.522	.059	.050	.042	.024	42.194
Facilitation and political interference	-.071	.165	-.302	-.430	.668	.091	-.034	-.028	.009	114.450

2. Regression Moderator Variable / Transparency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Change Statistics	Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.214a	.046	-.018	.48272	.046	1.655	5	173	.148	1.393
2	.264b	.070	.020	.48223	.024	1.088	4	169	.364	
3	.264c	.070	.014	.48363	.000	.018	1	168	.893	
4	.306a	.094	.016	.48315	.024	1.084	4	.164	.366	

- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level
- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation.
- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation, Political interference.
- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation, Political interference, identification and political interference, Training and political interference, Analysis and political interference, Facilitation and political interference .
- Dependent variable: Transparency

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.929	5	.386	1.655	.148a
	Residual	40.312	173	.233		
	Total	42.240	178			
2	Regression	2.941	9	.327	1.405	.189b
	Residual	39.300	169	.233		
	Total	42.240	178			
3	Regression	2.945	10	.295	1.259	.257c
	Residual	39.295	168	.234		
	Total	42.240	178			
4	Regression	3.957	14	.283	1.211	.272d
	Residual	38.283	164	.233		
	Total	42.240	178			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		Correlations		Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
(Constant)	3.404	1.215		2.803	.006						
Gender	.118	.073	.127	1.616	.108	.142	.125	.120	.899	1.113	
Number of years	.083	.043	.152	1.957	.052	.136	.151	.145	.911	1.098	
Employer	.013	.034	.030	.384	.701	-.003	.030	.029	.894	1.119	
Highest educational level	.011	.044	.020	.255	.799	-.018	.020	.019	.877	1.140	
Role in Elections	-.013	.029	-.039	-.462	.645	-.124	-.036	-.034	.762	1.312	
Stakeholder identification	-.071	.230	.075	-.309	.758	.061	.024	.023	.095	10.548	
Stakeholder analysis	-.178	.334	-.137	-.531	.596	.061	-.041	-.039	.084	11.963	
Stakeholder training	-.281	.262	-.235	-.531	.284	.104	-.084	-.080	.115	8.674	
Stakeholder facilitation	-.196	.338	-.155	-1.074	.562	-.074	-.045	-.043	.078	12.870	
Political interference	-.770	.580	-1.139	-1.329	.186	.037	-.103	-.099	.008	132.998	
Identification and political interference	-.066	.108	-.292	-.615	.540	.017	-.048	-.046	.024	40.965	
Analysis and political interference	.145	.162	.609	.894	.373	.062	.070	.066	.012	83.945	
Training and political interference	.227	.131	.835	1.730	.086	.098	.134	.129	.024	42.194	
Facilitation and political interference	.020	.163	.095	.120	.905	.016	.009	.009	.009	114.450	

3. Regression Moderator Variable / Accuracy

Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Change Statistics	Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.137a	.019	-.010	.36960	.019	.662	5	173	.653	2.259
2	.304b	.092	.044	.35968	.073	3.420	4	169	.010	
3	.310c	.096	.042	.35998	.004	.721	1	168	.397	
4	.330a	.109	.033	.36177	.013	.585	4	164	.674	

- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level
- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation.
- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation, Political interference.
- Predictors: (Constant), Role in Elections, Number of years, Employer, Gender, Highest educational level, Stakeholder identification, Stakeholder analysis, Stakeholder training, Stakeholder facilitation, Political interference, identification and political interference, Training and political interference, Analysis and political interference, Facilitation and political interference .
- Dependent variable: Accuracy

ANOVA

Mode		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.452	5	.090	.662	.653a
	Residual	23.633	173	.137		
	Total	24.085	178			
2	Regression	2.222	9	.247	1.908	.054b
	Residual	21.863	169	.129		
	Total	24.085	178			
3	Regression	2.315	10	.232	1.787	.066c
	Residual	21.770	168	.130		
	Total	24.085	178			
4	Regression	2.622	14	.187	1.431	.144d
	Residual	21.464	164	.131		
	Total	24.085	178			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		Correlations		Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
(Constant)	2.533	.909		2.786	.006						
Gender	-.024	.055	-.034	-.436	.663	-.050	-.034	-.032	.899	1.113	
Number of years	-.018	.032	-.043	-.560	.576	-.052	-.044	-.041	.911	1.098	
Employer	.005	.026	.015	.190	.849	.046	.015	.014	.894	1.119	
Highest educational level	.003	.033	.008	.099	.921	.068	.008	.007	.877	1.140	
Role in Elections	.015	.022	.060	.710	.479	.116	.055	.052	.762	1.312	
Stakeholder identification	.244	.172	.339	1.418	.158	.167	.110	.105	.095	10.548	
Stakeholder analysis	-.036	.250	-.037	-.144	.886	.124	-.011	-.011	.084	11.963	
Stakeholder training	-.071	.196	-.079	-.362	.718	.184	-.028	-.027	.115	8.674	
Stakeholder facilitation	-.026	.253	-.027	-.104	.917	.218	-.008	-.008	.078	12.870	
Political interference	-.397	.434	-.778	-.915	.361	-.080	-.071	-.067	.008	132.998	
Identification and political interference	-.092	.081	-.535	-1.134	.259	.005	-.088	-.084	.024	40.965	
Analysis and political interference	0.21	.121	.118	.174	.862	-.024	.014	.013	.012	83.945	
Training and political interference	.100	.098	.487	1.017	.311	.017	.079	.075	.024	42.194	
Facilitation and political interference	.098	.122	.631	.800	.425	.000	.062	.059	.009	114.450	

a. Dependent variable: Accuracy

APPENDIX 9 – Sample Results Forms



THE PARLIAMENTARY ELECTIONS 2006 The Parliamentary Elections Act, 2005 Sec 50 ELECTION OF DIRECTLY ELECTED MEMBER OF PARLIAMENT DECLARATION OF RESULTS FOR

District: KASESE 12717 Code 01
 Constituency: BUSONGORA SOUTH Code 080
 Sub County / Town / Municipal Division: KASESE TOWN COUNCIL Code 02
 Parish / Ward: KAMUKA Code 06
 Polling Station: KUMBE OTS P/AROUND A-K Code 02

Names of the Candidates as they appear on the ballot paper	Number of valid votes polled for each Candidate		Names and Signatures of the Candidate's Agents Present
	In Figures	In Words	
BWERARE APOLLO	10	TEN	
KIRANZANGA	178	ONE HUND	ASIMWE JANE C
CHRISTOPHER M } TIBAN		RED SEVE	MUHINDO ASHONGE
		NTY EIGHT	
THEMBO G } ' MUJUNGU	234	TWO HU	Mugabo Jodi R.
		NDRED TH	
		RTY FOUR	
Total Number of Valid Votes Cast for Candidates	432	FOUR HUNDRED THIRTY ONE .	
Total Number of Rejected (Invalid) Ballot Papers	09	NINE	
Total Number of Ballot Papers Counted	441	FOUR HUNDRED FORTY	
Total Number of Spoilt Ballot Papers	—	NILL	
Total Number of Ballot Papers Issued to polling Station	700	SEVEN HUNDRED	
Total Number of Unused Ballot Papers	269	TWO HUNDRED SIXTY NINE	

(Where any agent refuses to sign he / she should record reasons in the space provided below)

(Where any agent refuses or fails to record the reasons for his / her refusal to sign, The Presiding Officer must record the facts of the refusal or failure).

I, the undersigned, certify that the above information is true and correct.

Presiding Officer:
 Names: KALUSA BERNARD Signature: [Signature]

Place: KUMBE OTS Date: 23/02/2006 Time: 8:40 pm

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THE PARLIAMENTARY ELECTIONS 2006
 The Parliamentary Elections Act, 2005 Sec 50
ELECTION OF DIRECTLY ELECTED MEMBER OF PARLIAMENT
DECLARATION OF RESULTS FORM

04504

District: KASESE Code 15
 Constituency: BUSONGORA COUNTY SOUTH Code 080
 Sub County / Town / Municipal Division: KASESE TOWN COUNCIL Code 02
 Parish / Ward: NYAKASONGA Code 09
 Polling Station: NEW BUS PARK Code 06



The Parliamentary Elections Act, 2005 Sec 50
ELECTION OF DIRECTLY ELECTED MEMBER OF PARLIAMENT
DECLARATION OF RESULTS FORM

12721

District: KASESE Code 15
 Constituency: BUSONGORA SOUTH Code 080
 Sub County / Town / Municipal Division: KASESE TOWN COUNCIL Code 02
 Parish / Ward: TOWN CENTRE Code 11
 Polling Station: NEW BUS PARK Code 04

Names of the Candidates as they appear on the ballot paper	Number of valid votes polled for each Candidate		Names and Signatures of the Candidate's Agents Present
	In Figures	In Words	
<u>BWEBALE APOLO</u>	<u>2</u>	<u>TWO</u>	
<u>KIBANZANGA CHRISTOPHER</u>	<u>66</u>	<u>Sixty Six</u>	<u>BRIGHT GERARD</u> <u>RAZAKI KITALEKINE</u>
<u>MUTUNGU GIDION</u>	<u>79</u>	<u>Seventy nine</u>	<u>MABINA NAZIA</u>
Total Number of Valid Votes Cast for Candidates	<u>147</u>		
Total Number of Rejected (Invalid) Ballot Papers			
Total Number of Ballot Papers Counted	<u>147</u>		
Total Number of Spoilt Ballot Papers			
Total Number of Ballot Papers Issued to polling Station			
Total Number of Unused Ballot Papers			

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(Where any agent refuses to sign he / she should record reasons in the space provided below)
 (Where any agent refuses or fails to record the reasons for his / her refusal to sign, The Presiding Officer must record the facts of the refusal or failure).

I, the undersigned, certify that the above information is true and correct.
 Presiding Officer:
 Names: Mascha Grace Signature: [Signature]
 Place: New Bus Park Date: 23/02/06

APPENDIX 11

Appendix A
Sample size (s) required for the given population sizes (N)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	520	222	1900	320	30000	379
80	66	240	148	540	224	2000	322	40000	380
85	70	250	152	560	228	2200	327	50000	381
90	73	260	155	580	232	2400	331	75000	382
95	76	270	159	600	234	2600	335	100000	384

Note : From R. V. Krejcie and D. W. Morgan(1970), Determining sample size for research activities, Educational and psychological measurement, 30, 608, Sage Publications.

Read	write	maths	scs	sex	type
10.00	5.00	4.00	1.00	2.00	1.00
8.00	7.00	9.00	1.00	1.00	1.00
12.00	5.00	5.00	1.00	2.00	1.00
5.00	4.00	7.00	1.00	1.00	1.00
11.00	9.00	6.00	1.00	2.00	1.00
10.00	10.00	8.00	1.00	2.00	1.00
7.00	8.00	10.00	1.00	1.00	1.00
6.00	5.00	8.00	1.00	1.00	1.00
8.00	6.00	8.00	1.00	1.00	2.00
9.00	8.00	6.00	1.00	2.00	2.00
8.00	9.00	5.00	2.00	2.00	2.00
14.00	15.00	10.00	2.00	2.00	2.00
15.00	12.00	14.00	2.00	1.00	1.00
12.00	10.00	10.00	2.00	1.00	1.00
13.00	10.00	8.00	2.00	2.00	2.00
14.00	12.00	9.00	2.00	2.00	2.00
15.00	11.00	8.00	2.00	2.00	2.00
13.00	12.00	10.00	2.00	1.00	1.00
12.00	10.00	13.00	2.00	1.00	1.00
17.00	16.00	12.00	3.00	2.00	2.00
15.00	13.00	10.00	3.00	2.00	2.00
12.00	11.00	12.00	3.00	1.00	2.00
14.00	13.00	12.00	3.00	1.00	2.00
16.00	14.00	10.00	3.00	2.00	2.00
11.00	10.00	12.00	3.00	1.00	2.00
17.00	15.00	14.00	3.00	2.00	2.00
19.00	17.00	10.00	3.00	2.00	2.00
15.00	18.00	17.00	3.00	1.00	1.00
18.00	17.00	15.00	3.00	2.00	2.00
11.00	12.00	13.00	3.00	2.00	2.00
15.00	13.00	9.00	3.00	2.00	2.00
12.00	14.00	13.00	3.00	1.00	1.00
13.00	12.00	8.00	2.00	2.00	1.00