

NIGERIAN INSTITUTE OF ADVANCED LEGAL STUDIES
CODE OF GOOD GOVERNANCE



2013

Preface

The issue of good governance has of late, taken a center stage in so many socio-political and economic discourse in Nigeria and indeed many developing economies mainly because it has been confirmed that productivity and high performance in any country is tied to the level of good governance it has attained.

Governance is concerned with structures and processes for decision-making, accountability and responsible leadership. It is essentially how institutions, whether public or private engage their powers, the effect (whether positive or negative) it has on key persons which could be their employees, shareholders, or even general members of the Society and how or whom these institutions render account. Good governance by extension implies effective institutions and responsible use of power. It means legitimate, accountable, and effective ways of obtaining and using power and resources in the pursuit of widely-accepted social goals.

The United Nation has identified eight core characteristics of good governance, adherence to which helps to create a good atmosphere for sustainable human development. The eight characteristics are that governance should be participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. These core characteristics are considered as ideal and every society should strive to attain them as they are key indicators of development.

The World Bank in 1992 identified three aspects of any society which ultimately affects the level of good governance of any Country: the type of political regime, the process of exercise of authority in the

management of economic and social resources and capacity to effectively implement policies formulated. The governance of a country is greatly improved where the identified aspects of society, encourages any or all the characteristics of good governance as recognised by the UN. It is therefore imperative that the platform for attaining the characteristics of good governance in Nigeria be encouraged and pursued.

The Nigerian Institute of Advanced Legal Studies recognising the importance of good governance has continued to prod and x-ray the concept. Research work on the concept has revealed that Good governance cannot be adequately discussed without a closer look at the rule of law and the adherence to due process. Adherence to the rule of law is the impersonal and impartial application of stable and predictable laws, statutes, rules, and regulations, without regard for social status or political considerations. Where both the government and the governed follow the rule of law, there is respect for the rights of all individuals of the society and corruption is reduced to the barest minimum. Its two previous publications: *The Rule of Law and Good Governance* and *Legislating for Good governance* are scholarly efforts guided by the institute aimed at providing an all-round understanding of this seemingly wide but important concept. The Institute in setting the pace on the discussion of the concept of good governance has also drafted the code of good governance, aimed at simplifying the workings of the good governance and its applicability to the public, private and even the non-profit sector. In developing this code, the Institute carried out an in-depth consideration of the UN Characteristics of good governance and the National ethics of Discipline, Integrity, Dignity of Labour, Social Justice, Religious tolerance, self-reliance and patriotism enshrined in section 23

of the 1999 Constitution, as our own national yardstick for engendering a culture of good governance.

It is strongly believed that adherence to this code would help instil a sense of responsibility in all and sundry, create the necessary solid foundation for the attainment of socio-economic growth and political stability.

Professor Epiphany Azinge,

CODE OF GOOD GOVERNANCE

PREAMBLE

The Nigerian Institute of Advanced Legal Studies, by its statutory mandate is saddled with the responsibility of conducting research in any branch of law, with a view of applying the results in the interest of the Nation. In line with this mandate, the Institute has been closely researching into the principles of governance.

Affirming that the good governance is the hallmark of political maturity and a prerequisite for socio-economic growth and poverty reduction in Nigeria, The Nigerian Institute of Advanced Legal Studies has drafted the provisions of this code as a dependable strategy to achieving good governance and providing an enabling environment for national development.

The Institute recognises that the adoption of a good governance code is not an end in itself but is central to ensuring that the perception and reality of corruption is minimised. With the adoption of a good governance code, the Institute is convinced that the activities in all sectors can be made more responsive to present and future needs of the society.

Institutions, Private Establishments and Organisations that comply with the Code are invited to state this in their Annual Report and other relevant published material, their level of compliance.

PART I

CODE OF GOOD GOVERNANCE FOR THE PUBLIC SECTOR

The mandate of any government is represented through the public sector which is made up of Ministries, departments Agencies (MDAs) and Government Establishments consisting of corporations owned by government for utility purposes and Government corporations established to compete with the private sector.

MDAs and Government Establishments operate in a wide social and cultural context that gives meaning to the intentions and ultimate impact of government, through the provision of services. Regrettably, the public sector is riddled with characteristic inefficiency and corruption; the mandate not being fulfilled in most cases, without undue influence. The Federal Government through the enactment of anti-corruption legislation, initiatives, institutions and units such as SERVICOM has begun the fight against bad governance, particularly in the public sector. It is believed that the adoption of a code of good governance would instil in all civil servants the requisite principles that would ensure the entrenchment of an effective and efficient government that is alive to its responsibilities.

In this Part of this Code,

- reference to leadership covers the bodies/ persons responsible for making or endorsing policies and includes the Minister, governing Board or Governing Council of a Ministry, Parastatal or Agency;
- reference to Management covers persons involved in the day to day implementation of policies, headed by the Chief Executive.

This code is mindful of the fact that unlike the private and non-profit sector where focus is placed on the activities of the heads of various establishments and organisation to be committed to steering the course of good governance, all members of the public sector: Ministers, Permanent secretary and other civil and public servant alike play a major role in the delivery of good governance since their actions portray governments efforts in the delivery of service to the general populace.

1. Adherences to the Code of Conduct of Public Officers

1.1 The Code of Conduct contained in the fifth schedule of the 1999 Constitution (as amended) should be internalised and adhered to by all public officers because it is essential to ensure that good governance is attained in the public sector.

2. Identification with the Principles of Public Life

2.1 SERVICOM has identified seven principles of Public life to wit: selflessness, objectivity, accountability, integrity, openness, leadership and Honesty. All members of the public sector at the time of being appointed or employed should be made to identify with and subscribe to these principles.

2.2 The principles should be displayed conspicuously at the offices of every MDA, to serve as a constant reminder to employees of MDAs and also members of the Public of the principles which employees of the public sector stand for.

2.3 Regular reminders of the principles should be undertaken during retreats and other meetings and activities of the MDAs.

3. Maintaining Good work ethics and Ethical Standards

3.1 The public sector can only achieve its functions of service to the society as a whole if it is founded on hard work and discipline.

3.2 For officers in the public sector, discipline should include:

- following orders,
- efficiency,
- punctuality and promptness,
- self-respect and respect for others,
- hard work, team work and organising work,
- good manners,
- professionalism, and
- total commitment to the job.

3.3 Leadership/ Management of various MDAs may institute a reward system to encourage and sustain good work ethics.

4. Accountability and Transparency

4.1 Leadership, Management and all employees of the public sector are mandated to serve public interest, which requires that all personal, sectorial and regional interests be put aside.

4.2 Leadership of MDAs are accountable for their decisions and actions to the public and must be prepared to be open to scrutiny.

4.3 To facilitate and inform this process the leadership of MDAs shall as far as possible, be open and transparent in the discharge of their public duties and encourage those who report to them, to follow their example.

4.4 The application of the provisions of the Freedom of Information Act encourages transparency and accountability in public sector. In complying with the Act, officers of the public sector should embrace the provisions of the Act willingly and avoid making the application process unnecessarily difficult.

5. Decision-making

5.1 In fulfilling official duties and responsibilities, leadership and the Management of all MDAs must put aside, both personal and sectorial interests and make decisions in the public interest and with regard to the merits of each case without discrimination on the grounds of ethnicity sex, religion, or state of origin other than when acting in furtherance of objectives laid down in the constitution.

6. Conflict of Interest

6.1 All public officers shall conduct their private affairs in a manner that will prevent real, potential or apparent conflict of interests from arising but if such a conflict does arise, the conflict shall be resolved in favour of the public interest.

6.2 The leadership and Management of any MDA shall not exercise an official power or perform an official duty or function if there is a conflict of interest or an apparent conflict of interest without proper disclosure to a superior authority in the hierarchy of positions and where there is no higher authority, to the public.

6.3 There shall be no acceptance of gifts other than incidental gifts, customary hospitality, or other benefits of nominal value as permitted by the Code of Conduct for Public Officials, unless the transfer is pursuant to an enforceable contract or property right.

7. Undue Influence and Preferential treatment

7.1 Public officers shall not use their offices to seek to influence a decision, to be made by another person, to further private interest or those of their friends and relatives.

7.2 Public offices shall not be misused for politically partisan purposes.

7.3 The leadership and Management of MDAs shall not use information that is gained in the execution of their office that is not available to the general public to seek to further the private interest or those of their friends and relatives.

8. Conduct of duties with due diligence

8.1 It is expected that public officers shall employ due diligence and follow appropriate procedures in carry out their duties without being unnecessarily sloppy and bureaucratic.

9. Clear Policies and procedures for exposing wrongdoings

9.1 The procedures and policies that allow reports of suspected wrongdoing the MDAs should be adequately publicized by placing such procedures on the notice boards and informing public officers of the existence of such procedures during trainings and seminars.

9.2 The procedures and policies must stipulate that there will be no retaliation against any individual who reports a suspected violation, except in those instances where it is determined that a false report was made with intent to harm the government or an individual within the government.

9.3 It is equally important that the MDAs have clear procedures to investigate all reports and take appropriate action

10. Protection of Government Property

10.1 The Leadership and Management of MDAs have a duty to the general public to ensure that public resources are fully efficiently and effectively utilised.

10.2 In the course of execution of their duties, the leadership and Management of MDAs are expected to eliminate waste and extravagance, and ensure that their subordinates observe similar discipline.

PART II

CODE OF GOOD GOVERNANCE FOR THE PRIVATE SECTOR

The private sector which exists specifically to maximise profit at costs which are minimal, is an employer of labour of a significant per cent in Nigeria. A code of good governance in this sector is therefore important because an accountable and responsible private sector translates to revenue to the government as well as a satisfied and happy labour force.

The code recognises the peculiarity of the private sector comprising of business arrangements such as partnerships, one-man businesses, private companies and even listed companies and as much as practicable creates broad codes that can be applicable across board.

11. Formulation or Adoption of a Corporate Governance Policy

11.1 Closely connected with good governance is a formidable corporate governance code which recognises the rights of all shareholders, fair treatment of employees, strengthening the board of directors, proper financial accountability, etc.

11.2 Good governance would not doubt be further enhanced by a formulation or adoption of a corporate governance policy. Notably, the Securities and Exchange Commission has in place the Code on Corporate Governance 2011 which applies to public listed companies while Central Bank of Nigeria has a specific Code on Corporate Governance applicable to banks and other financial institutions. Other private organisations are encouraged by this code to adopt a corporate governance code that suits the needs of their organisation.

12. Leadership

12.1 Leadership is one of the key roles of the board or the management of any organisation. Every organisation should be led and controlled by a body which ensures delivery of its objects sets its strategic direction and upholds its values.

12.2 Management/ board members should have a clear understanding of its roles and responsibilities and should provide leadership to the organisation by;

12.2.1 Setting the strategic direction to guide and direct the activities of the organisation;

12.2.2 Ensuring the effective management of the establishment and its activities;

12.2.3 Monitoring the activities of the organisation to ensure they are in keeping with the objects and values of the establishment.

13. Responsibilities and Obligation

13.1 Written documents containing the objectives and values upon which an establishment are founded, are sometimes the basis on which independent contractors and other establishment are prompted to enter into business relationship. An establishment must therefore adhere to such objects and values as contained in the written document.

13.2 A private establishment must ensure Compliance with relevant laws and regulation. Of particular importance are laws relating to the payment of taxes by the establishment and by members of its staff. To this end, the establishment is advised to develop a policy of deduction

of taxes before payment provided that the staff are aware of such policy and exactly how much is being deducted as taxes.

13.3 Management/board members should understand their individual and collective roles, responsibilities and accompanying duties. They should have these clearly outlined in writing.

13.4 Management/ the board should maintain and regularly review the organisation's system of internal controls, performance reporting, policies and procedures so as to ensure that it is in consonance with the objects and values of the establishment.

13.5 It is the responsibility of management/ the board to act prudently to protect the assets and property of the organisation and ensure that they are used to deliver the establishment's objectives.

13.6 In view of the fact that in an attempt to maximise profits, establishments in the private sector are bound to take risks, the leadership must understand and regularly review the risks to which the organisation is subject and take action to manage the risks identified.

14.Maintaining Good work ethics and Ethical Standards

14.1 The private sector thrives mainly on the basis of delivering competent services and goods to the market. This means that good work ethics to promote the end of the establishment is very important.

14.2 Good work ethics for employees of the private sector includes:

- following orders,
- punctuality and promptness,
- self-respect and respect for others,
- hard work, team work and organising work,
- good manners,

- professionalism, and
- total commitment to the job.

14.3 Management/ the board may put in place a reward system to encourage and sustain a good work ethics among employees

15. Effectiveness and Efficiency

15.1 Effectiveness, which is a recognised principle of good governance, requires that resources available to the establishment are used to produce the best practicable result.

15.2 Management/ the board should have or ensure that they have access to the diverse range of skills, experience and knowledge needed to run the organisation effectively.

15.3 In order to ensure effectiveness, there must be a clear understanding of the roles ascribed to each member of staff; this requires that a document stating the job description of each member of staff is made available.

15.4 Staff would be able to carry out their functions more effectively and efficiently when there are regular evaluations and reviews. It is suggested that such evaluations be carried out at least, annually.

15.5 All members of staff should receive the necessary induction, training and on-going support needed to discharge their duties effectively.

15.6 Proper arrangements for the supervision, support, appraisal and remuneration of all staff including the employee in the most senior position, should be put in place.

15.7 The culture of engaging interns and volunteers for the purposes of acquiring on the job training experience is encouraged. However, a clear role should also be defined and clearly articulated for those engaged so that they are aware of what to expect.

16.Periodic Reviews

16.1 The leadership of every establishment should periodically carry out reviews of all aspects of the activities of the establishment, starting with its governing document, and use the results to inform positive change.

16.2 The leadership should also regularly review and assess its own performance by giving its member of staff the opportunity to evaluate.

17.Effective Delegation

17.1 A principal leadership skill for good governance is the art and practice of effective delegation

17.2 The leadership of every establishment should delegate its duties and obligations effectively by ensuring that every delegation is specific, measurable, agreed, realistic, time bound, ethical and recorded

17.3 A delegation review form can be created by the organization as a tool to communicate and receive feedback on results

17.4 Delegation should not be a management or board technique for freeing time or excusing from duty

17.5 A delegate should not further delegate except with clear instructions from the superior, board or management. This is based on the governance rule that a delegated authority cannot further delegate

18.Integrity and Independence

- 18.1 Every staff must maintain integrity by ensuring straightforward dealing and completeness, based on honesty, selflessness and objectivity, and ensuring high standards of probity and propriety in the conduct of the organization's affairs.
- 18.2 Members of staff must exercise impartiality in all undertakings
- 18.3 Members of staff should be free from unwarranted control and manipulation.
- 18.4 The management/board must ensure and demonstrate the freedom of every staff from interference in decision making and safeguard their independence.
- 18.5 Every organization should identify, declare and deal with issues of conflict of interest when they arise. The member or official with the conflict of interest is obliged to identify it, and disclose it to the relevant office in a timely and effective manner who should then access, mitigate or provide resolve for same

19. Openness

- 19.1 All sectors should be open, responsible and accountable to its users, members, beneficiaries and others with interest in their work. Openness ensures that stakeholders have confidence in the decision-making and management processes in any sector.
- 19.2 Exchange of information between the leadership on the one hand and their employees or subordinates, shareholders, stake holders or persons whose interest are affected by the decisions of the leaders, ensures that the necessary parties are carried along and are in the position to formulate a stand on such have matters that affect them.
- 19.3 Constant Communication ensures that the principle of clarity of purpose is attained.

19.4 The Communication should be as frequent and up-to date as practicable, making use of all available means of message dissemination at the disposal of the leadership

19.5 Decisions of management at all times require the input of different skills and expertise that may not be possessed by members of management. Management should as a matter of policy always look inward and consider the diverse skills and expertise possessed by the organisation before making key decisions. In the absence of internal skills and or expertise, it is proper for consultations that would aid decision making process.

19.6 Communication is made more effective where there is room for feedback. The management should always ensure that persons with interest or who are affected by the decisions in a particular organisation should be encouraged to play active roles in the schemes, programmes and decisions of the organisations. Key stakeholder involvement ensures that the principle of responsibility and accountability are enforced

20. Clear Policies and procedures for exposing wrongdoings

20.1 Every establishment, regardless of size, should have clear policies and procedures that allow staff, volunteers, or clients to report suspected wrongdoing within the organization without fear of retribution.

20.2 Information on these policies should be widely distributed to staff, volunteers and clients, and should be incorporated both in new employee orientations and ongoing training programs for employees and volunteers.

20.3 Policies that protect people who report wrongdoing may be tailored to the establishment's size, structure, and capacity. Large establishments may wish to consider setting up computerized systems that allow for anonymous reports. However designed, the policy must stipulate that there will be no retaliation against any individual who reports a suspected violation, except in those instances where the establishment determines that a false report was made with intent to harm the establishment or an individual within the establishment.

20.4 It is equally important that the establishment have clear procedures to investigate all reports and take appropriate action

PART III

CODE OF GOOD GOVERNANCE FOR THE NON-PROFIT SECTOR

This part of the good governance code is applicable to all Non-Governmental Organisations (NGOs) and other not for profit organisations, including political parties.

Nonprofit Organizations and Non-Governmental Organisation in Nigeria—educational, charitable, civic, political parties and religious institutions of every size and mission—represent the most widespread organized expression of dedication to the common good. The creation of these voluntary, often grassroots organizations to accomplish some public purpose is a distinguishing and important feature of our national life. The Nonprofit Sector would benefit from the adoption of a code of good governance because standard and ethical practices in their activities strengthens and preserves the confidence in them both locally and internationally.

The Institute is of the opinion that particular attention must also be paid to political parties under this sector because of the important role they play in the scheme of the democratisation process. Where necessary, specific provisions may be tailored to address political parties specifically.

21. Compliance

21.1 A governing document which contains the mission vision and motto of an Organisation is very important in ensuring that the management understands the purpose(s) for which it was set up.

21.2 The management of a nonprofit organisation must ensure that it understands and complies with its own governing document

21.3 Organisations must comply with all applicable federal laws and regulations, as well as applicable laws and regulations of the states and the local jurisdictions in which it is based or operates. All political parties in particular shall abide by all the laws, rules and regulations of Nigeria relating to elections and the maintenance of public order.

21.4 Where the Nonprofit Organisation conducts programmes outside Nigeria, it must adhere to applicable laws and regulations that are legally binding on Nigeria.

22. Written Code of Ethics.

22.1 Charitable organization should have a formally adopted, written code of ethics with which all of its directors or trustees, staff and volunteers are familiar and to which they adhere.

22.2 The Ethics should be built on and reflect the values that the organization embraces, and should highlight expectations of how those who work with the organization will conduct themselves in a number of areas, such as the confidentiality and respect that should be accorded to clients, consumers, donors, and fellow volunteers and board and staff members.

22.3 The staff should be engaged in developing, drafting, adopting, and implementing ethics code that fits the organization's characteristics. Internalisation of the ethics code is key to ensuring that it is effective.

22.4 Organizations should include a discussion of the code of ethics in orientation sessions for new board and staff members and volunteers, and should regularly address adherence to the code in their ongoing work.

23. Transparency and Disclosure

- 23.1 Establishing and enforcing a conflict-of-interest policy is an important part of protecting nonprofit organizations from unethical or illegal practices.
- 23.2 The Conflict-of interest policy which should be applicable to all members of the organisation, including the board, should require full disclosure of all potential conflicts of interest within the organization, including conflicting loyalties which may arise when members are appointed as representatives of other organisations.
- 23.3 There should be clear guidelines for receipt of gifts or hospitality by management committee/board members.
- 23.4 Members of the management committee/board must not benefit from their position beyond what is allowed by their governing document and the law.
- 23.5 The practice of full disclosure should be fostered particularly at board meetings, and the fact of any conflict and the action taken in response, including abstention, should be recorded in the minutes

24. Clear Policies and procedures for exposing wrongdoings

- 24.1 Every nonprofit Organisation, regardless of size, should have clear policies and procedures that allow staff, volunteers, or clients of the organization to report suspected wrongdoing within the organization without fear of retribution.
- 24.2 Information on these policies should be widely distributed to staff, volunteers and clients, and should be incorporated both in new employee orientations and ongoing training programs for employees and volunteers.
- 24.3 Policies that protect people who report wrongdoing may be tailored to the organisation's size, structure, and capacity. Large organisations may wish to consider setting up computerized systems that allow for

anonymous reports. However designed, the policy must stipulate that there will be no retaliation against any individual who reports a suspected violation, except in those instances where the organization determines that a false report was made with intent to harm the organization or an individual within the organisation.

24.4 It is equally important that the organization have clear procedures to investigate all reports and take appropriate action

25. Proper Record Keeping Culture

25.1 The existence of records serves as a veritable source of information about the workings of the Organisation as such, the existence of a written document-retention policy a characteristic of the principle of accountability.

25.2 Such a policy helps should specify length of time specific types of documents must be retained, as well as when it is permissible or required to destroy specific types of documents.

25.3 The policy should provide guidance to staff and volunteers for not only paper documents but also electronic documents and files, and e-mail messages.

25.4 Even the smallest organizations should have procedures for backing up and preserving electronic and print copies of documents and other information vital to their governance, financial, and programme operations

26. Proper Risk Management Policies

26.1 The management of a nonprofit organisation is responsible for understanding the risks the assets of the organisation (such as its property, its good will, its staff and volunteers and its key programs and activities) are prone to and should ensure that it reviews on a

regular basis, ways to ensure that the assets of the organisation are protected.

26.2 Appropriate procedures to protect the health and safety of both employees and volunteers while they are at work should be put in place and reviewed on a regular basis

27. Responsible Board of Trustees

27.1 The board of trustees of a nonprofit organisation has the primary obligation to set the vision and mission for the organisation and establishes the broad policies and strategic direction that enable the organisation to fulfill its purpose.

27.2 The board is advised to meet regularly so as to be able to review the organization's financial situation and program activities, establish and monitor compliance with key organisational policies and procedures, and address issues that affect the organisation's ability to fulfill its mission. The minimum number of times that the board of trustees can meet in a year should be specified.

27.3 The board of trustees should establish and implement an attendance policy that requires board members to attend meetings regularly. Such attendance policy may provide for financial sanctions for members who fail to attend meetings.

27.4 The board should have enough members to allow for full deliberation and diversity of thinking on governance and other organizational matters. In addition, it is advisable that the board should include members with the diverse background, experience, organizational and financial skills necessary to advance the mission of the nonprofit organisation.

27.5 The Board should evaluate performance as a group and as individuals annually. This would help to identify strengths and weaknesses of its processes and procedures and to provide insights

for strengthening orientation programs, the conduct of board and committee meetings, and interactions with board and staff leadership.

27.6 Every organisation should determine whether its best interests are served by limiting the length of time an individual may serve on its board. Organisations that choose not to limit the terms of board service should consider establishing a regular process whereby the board reaffirms its commitment to this approach and members actively indicate their desire to continue serving on the board.

27.7 Regular reviews of the organization's articles of incorporation, bylaws and other governing instruments help boards ensure that the organization is abiding by the rules it has set for itself and determine whether changes need to be made to those instruments. The board may choose to delegate some of this deliberation to a committee, but the full board should consider and act upon the committee's recommendations

27.8 Board members are generally expected to serve without compensation, other than reimbursement for expenses incurred to fulfill their board duties. Organisations that provides compensation to its board members should use appropriate comparability data to determine the amount to be paid and document the decision

28. Sound Financial Management

28.1 The Organisation must institute policies and procedures to ensure that the organization manages and invests its funds responsibly.

28.2 The board is responsible for reviewing practices and reports to ensure that the staff or volunteers saddled with the day-to-day financial accounting are adhering to the board-approved policies

- 28.3 Clear, written policies for paying or reimbursing expenses incurred by anyone conducting business or traveling on behalf of the organisation, including the types of expenses that can be paid for or reimbursed and the documentation required, should be established. Such policies should require that travel on behalf of the organization is to be undertaken in a cost-effective manner
- 28.4 The Organisation should neither pay for nor reimburse travel expenditures for spouses, dependents or others who are accompanying someone conducting business for the organisation unless they, too, are conducting such business.

29. **Political Parties and the Electoral process**

29.1 Political parties are an integral aspect of the entrenchment of a favourable political regime. Their contributions to good governance when considered from the angle that the ideologies of parties ordinarily determine the manner in which the electorate cast their votes, makes it imperative that apart from observing the provisions of 21 to 28 above, political parties must also ensure that:

29.1.1 **Generally:** the management of political parties have a great role to play in ensuring that:

- members of their parties are properly orientated on the ideologies and philosophies for which the party stands for. This would ensure that members are able to key into the vision of the party, for a greater Nigeria.
- There is strict adherence to regulation relating to political expenditure and election spending. To this end, the importance of understanding and adhering to the record keeping rules of the Electoral Act must be emphasized.

29.1.2 **At Campaigns:** the management of political parties must take appropriate steps to ensure that

- its rallies are conducted in the most peaceful manner as practically possible
- members refrain from incitement against other political parties
- it orientates its members on the inappropriateness of engaging public resources such as vehicles, public funds and stationeries for campaigns or other party activities.
- It instructs members and supporters that no arms or any object that can be used to cause injury should be brought to a political rally, meeting, march, demonstration or any other political function.
- Members of the various parties are well educated on the need to treat others from rival parties civilly and with respect as politics attended to with mutual respect breeds fair play which is an important characteristic for a lasting democracy.

29.1.3 **At Elections:** the management of political parties must take appropriate steps to ensure that:

- the parties and their candidates at all times cooperate fully with election officials in the performance of their lawful duties, in order to ensure peaceful and orderly elections.
- the parties and their candidates extend all necessary help and cooperation to law-enforcement agents for purposes of ensuring the safety and security of election officials and party agents.
- None of its members engages in electoral malpractices including but not limited to

- offering any form of inducement to a person to stand or not to stand as a candidate, or to withdraw or not to withdraw his or her candidature,
- buying votes or offering bribes or allurements to voters and electoral officials
- encouraging or engaging in multiple voting
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Professor Epiphany Azinge, SAN.

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