Strategic Planning within EMBs and the Importance of Professional Development

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Strategic Planning

- This is not operational planning
  - It usually begins in the post election period
  - It often extends beyond one electoral cycle

- It is planning to achieve a long term vision

- It is often Principles based
  - what the organisation stands for
Strategic Planning - The Context

- Crisis is not conducive to Strategic Planning
- People need space and time to plan strategically
- Don’t assume that the client group knows what strategic planning is
- Many people simply don’t like planning
  Incentive not coercion
Strategic Planning - An Approach

- The Long-Term Vision

- Guiding Principles

- Express the organisation’s attitude about:
  - People: The way employees and the public are treated
  - Processes: The way the organisation is managed, decisions made, and services provided.
  - Performance: The expectations concerning the election organisation’s responsibilities and the quality of the services it provides.
Finding and Keeping the Right People

- A vital component in achieving your long-term strategic goals is your staff.
Professional Development

If you want EMB officers to act professionally you must treat them like Professionals

Technical expertise is important, but it is only part of being a professional
What is Professional Development in an EMB?

- It should take a **conceptual, principles-based** and **good-governance** approach

- It should be **comparative**, based on **best practices**

- It should encourage people to **think globally** and **strategically**

- It is **not just training** - It should be **multi-dimensional**
Principles of Good Professional Development

- It should be **Consultative** and **Inclusive**
- It should be **Based on Need**
- It should be both **Instructional** and **Experiential**
- It should be **Continuous** and **career long**
- It should not get in the way of operational training
The Right People

- Professional Development should be developed and implemented by the **right people** who have the right combination of:
  - Knowledge and experience
  - Interpersonal skills
  - Cultural sensitivity
  - Mentoring skills

- Investment in the right people will more than pay for itself
Elements of Good Professional Development

- Timeliness
- Induction
- Support
  - Building trusting relationships
- Challenge
- Recognition
  - Of existing experience and knowledge
  - Of need
  - Of achievements
- Reward
- Retention
When should PD Occur?

- Pre-election period
- Post-election period

- Conceptual Development
- Involvement in Strategic Planning
- Personal Development Plans
- Time to Recover
- Apply Professional Development to improve implementation of programmes
- Post Election Evaluation
- Pinpoint needs

Personal Development Plans
Conceptual Development
Involvement in Strategic Planning
Time to Recover
Apply Professional Development to improve implementation of programmes
Post Election Evaluation
Pinpoint needs
Case Study – Timor Leste

- Unique Circumstances
  - Two electoral events close together
  - The first mission with a designated UN electoral capacity development officer
  - The first mission to incorporate BRIDGE (Building Resources in Democracy Governance and Elections) into its core program
Timor Leste – The Approach

- First Electoral Event – Constituent Assembly 2001
  - UNTAET International Experts were Line Management at Headquarters and held District Electoral Coordinator (DEC) Positions in the field
  - National Staff held counterpart positions in Headquarters and were Deputy DECs at the District level
  - Attendance at BRIDGE courses at appropriate points in the electoral cycle
Timor Leste – The Approach

- Second Electoral Event – Presidential Election 2002

  - UNTAET International Experts Line Management Headquarters positions

  - National staff take positions as DECs and International staff act as advisors and deputies

  - Attendance at BRIDGE courses at appropriate points in the electoral cycle
Timor Leste – The Approach

- 2002 - 2008

- Ongoing support from the UN – Continuity

- AusAID funded programs – Ongoing relationship with Australian Electoral Commission
  - Technical Advice
  - Work placements
  - Study tours
  - BRIDGE continues
Case Study - PIANZEA

- Pacific Island, Australia and New Zealand Electoral Administrators’ Network
- Under resourced, very small organisations, isolated
- Building relationships
- Twelve years and counting
- Steering committees
- Ownership
- Training and support capacity
Activity 1 - Electoral Management Design

- EMB Models
  - Non-partisan
  - Partisan
  - Part time
  - Full time

- Advantages and Disadvantages of each?
- When, if ever is each appropriate?
Activity 2 - Mission Statement

- EMB
- Major Stakeholder

Write a Mission Statement for the EMB from the point of view of one of the above