



Strategic Planning within EMBs and the Importance of Professional Development

Ross Attrill
Senior Programme Manager
Electoral Processes Programme
International IDEA

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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.**

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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***

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Professional Development

- ❑ **What is Professional Development in an EMB?**
 - ❑ It should take a **conceptual, principles-based** and **good-governance** approach
 - ❑ It should be **comparative**, based in best **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**

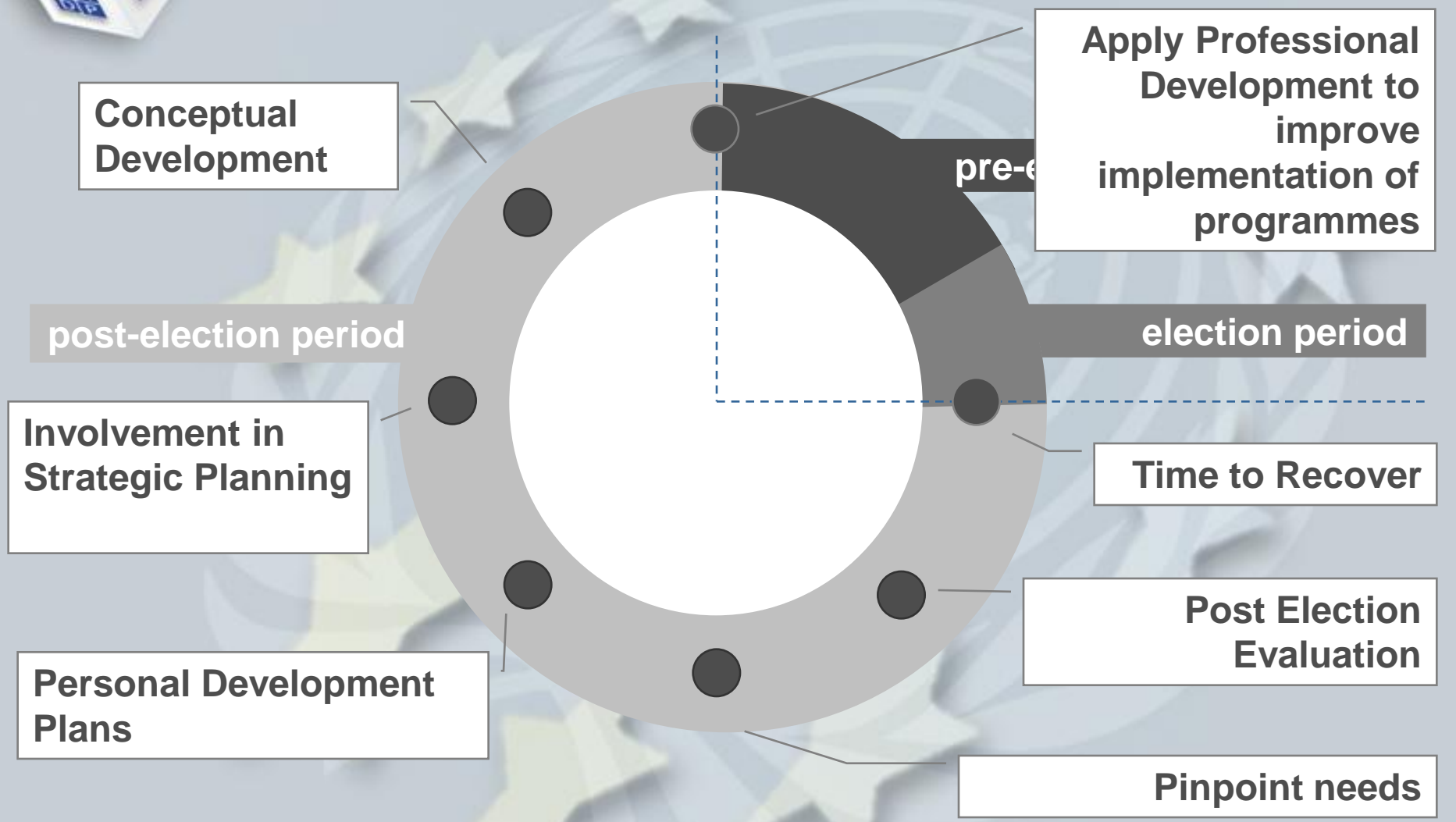
- Induction**
- Support**
 - Building trusting relationships

- Challenge**
- Recognition**
 - Of existing experience and knowledge
 - Of need
 - Of achievements
- Reward**

- Retention**



When should PD Occur?





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 DEC's 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 DECAs 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

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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**