

ICT and Elections

STRATEGIC PLANNING **for Effective Electoral Management**

a practical methodology for Electoral
Management Bodies (EMBs) to
conduct a strategic planning exercise

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COMPLEXITIES OF ELECTORAL MANAGEMENT



Electoral management is a large-scale set of operations presenting numerous complexities

COMPLEXITIES OF ELECTORAL MANAGEMENT



**Perspective
of a voter**

COMPLEXITIES OF ELECTORAL MANAGEMENT



Perspective of an
electoral
administrator

COMPLEXITIES OF ELECTORAL MANAGEMENT

An election involves a **multitude of activities** and **sub-activities**, and spans **numerous** and **diverse fields** of **operation**:

• human resources and office administration	• nationwide logistical operations	• financial control
• delivery of professional training to thousands of electoral officers	• procuring enormous quantities of electoral materials and supplies	• writing regulations
• enacting legal reform	• registering voters	• developing voting and counting procedures
• monitoring political campaigns	• designing and implementing civic and voter education programs	• liaising with electoral stakeholders
• dealing with security issues	• adjudicating electoral disputes	• and much more

COMPLEXITIES OF ELECTORAL MANAGEMENT

All these tasks and components are **interdependent** and **time-bound** by **legal deadlines**

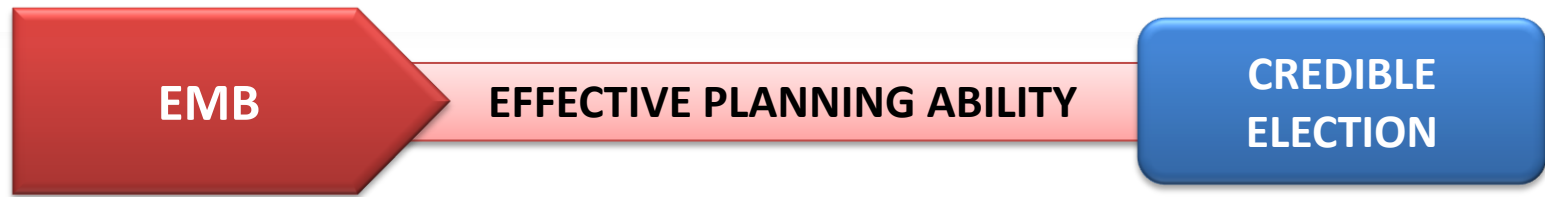
These tasks and components also need to take place:

- **Simultaneously**
- **Sequentially**

Risk of a “**domino effect**”:



THE IMPORTANCE OF PLANNING



- Ensures that all activities and sub-activities that comprise an electoral process take place **successfully**, in a **timely manner** and are conducted in **compliance with regulations**
- Ensures that electoral stakeholders have **trust** in the way the EMB performs its functions

Limited or inadequate planning abilities can **severely affect** its performance, both in terms of:

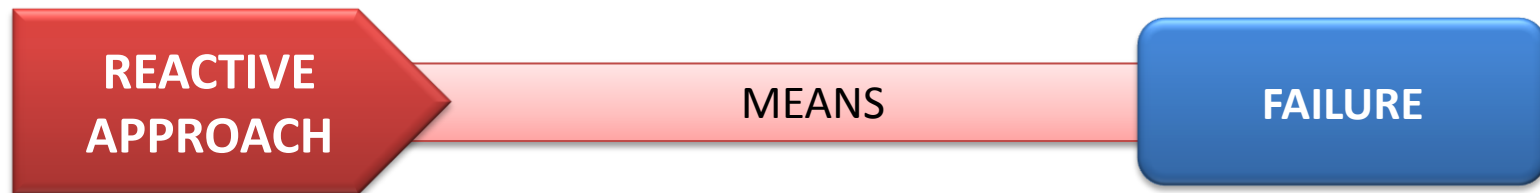
- **qualitative and timely accomplishment** of its functions
- the **optimal and efficient use** of its **human and financial resources**

THE IMPORTANCE OF PLANNING

If the EMB is unable to effectively plan for and **anticipate needs**, it is forced to resort to **rushed, last-minute approaches** to solve the problems that day-to-day management of any election normally entails

Passively waiting for potential problems to appear, the EMB can only apply solutions as a **REACTION** to unanticipated issues, and **only AFTER** these problems have occurred

By the time a problem occurs, without adequate solutions in place, it may be **too late** to solve it in an **efficient, timely, transparent, cost-effective** and **permanent manner**



So, how could electoral management be turned into an effective exercise?

TURNING ELECTORAL MANAGEMENT INTO AN EFFECTIVE EXERCISE



TURNING ELECTORAL MANAGEMENT INTO AN EFFECTIVE EXERCISE

Transforming the EMB's planning abilities from

REACTIVE

Embracing and institutionalizing a **strategic way** of **thinking** and **acting *ahead***



STRATEGIC PLANNING

WHAT IS STRATEGIC PLANNING?

a “strategy”

is an overarching, long-term **plan of action** designed to achieve a particular goal

“strategic planning”

is a **systematic planning methodology**, over a defined period of time, which facilitates the **effective management** of a **process** to achieve a particular goal

PRESENT

STRATEGIES

FUTURE

strategic planning is a process of self-examination that allows an organization to organize the **present** on the basis of *projections* of a desired **future**

in order to determine where it desires to go, the organization needs to know exactly where it currently stands (**present** or **current status**)

once the **present** is established, the organization can determine where it wants to be in a defined period of time (**future**) and how it actually will get there (**strategy**)

WHY STRATEGIC PLANNING IN ELECTORAL MANAGEMENT?

MULTI-YEAR PLANNING EXERCISE

Enhancing its ability to **anticipate** and **respond** to **needs** that it will/may confront

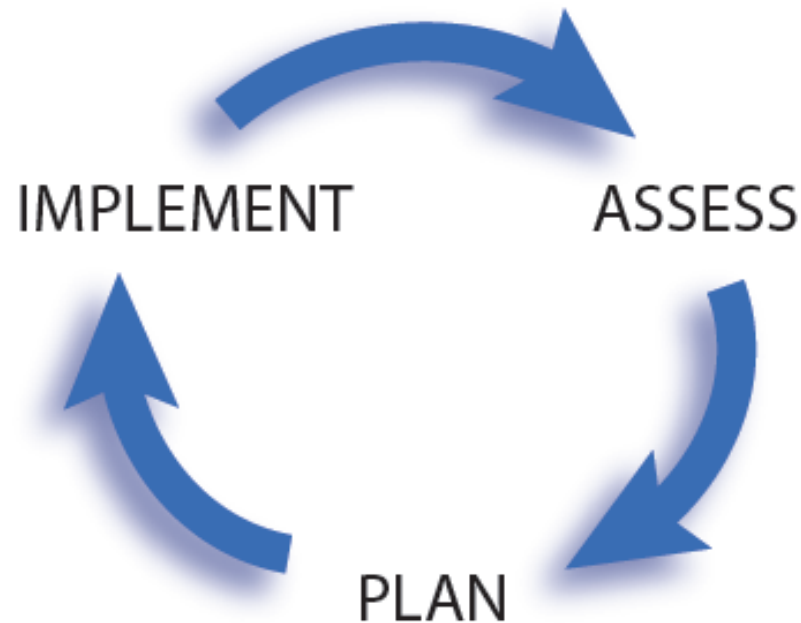
Optimizing its **operational performance**

Maximizing the use of often limited **financial** and **human resources**

Conducting a **structured** and **long-term** **institutional strengthening effort**

Through this **disciplined planning process**, the EMB **defines its strategy**, or **direction**, and then makes **realistic decisions** on allocating **human, financial** and **other resources** that are required to **pursue the strategy**

WHY STRATEGIC PLANNING IN ELECTORAL MANAGEMENT?



WHY STRATEGIC PLANNING IN ELECTORAL MANAGEMENT?

ASSESSMENT TOOL

Strategic planning sets out a **consistent** and **systematic framework** to guide the EMB in initiating a **consultative process** of **self-examination**, and internal and external assessment

Through this examination, the EMB can **anticipate external** or **internal issues** it might confront, evaluate **how likely** these issues are to **happen**, what **impact** they may have on its work and performance and **plan** for effective solutions **BEFORE they happen**

WHY STRATEGIC PLANNING IN ELECTORAL MANAGEMENT?

PLANNING TOOL

Strategic planning encourages the EMB to:

- Make decisions with **sufficient knowledge**, allowing exploration of **alternative** and **innovative ways** of accomplishing tasks
- **Plan for** and **anticipate change** by “thinking ahead” at least three to five years, **proactively seeking** and **pursuing change**, rather than **passively** and **reactively adapting** to that **change**
- Transform the planning capabilities of the EMB from passive and reactive to **proactive, collaborative** and **structured**
- Determine **where it currently is**, **where it intends to go** and **what needs to be done to get there**

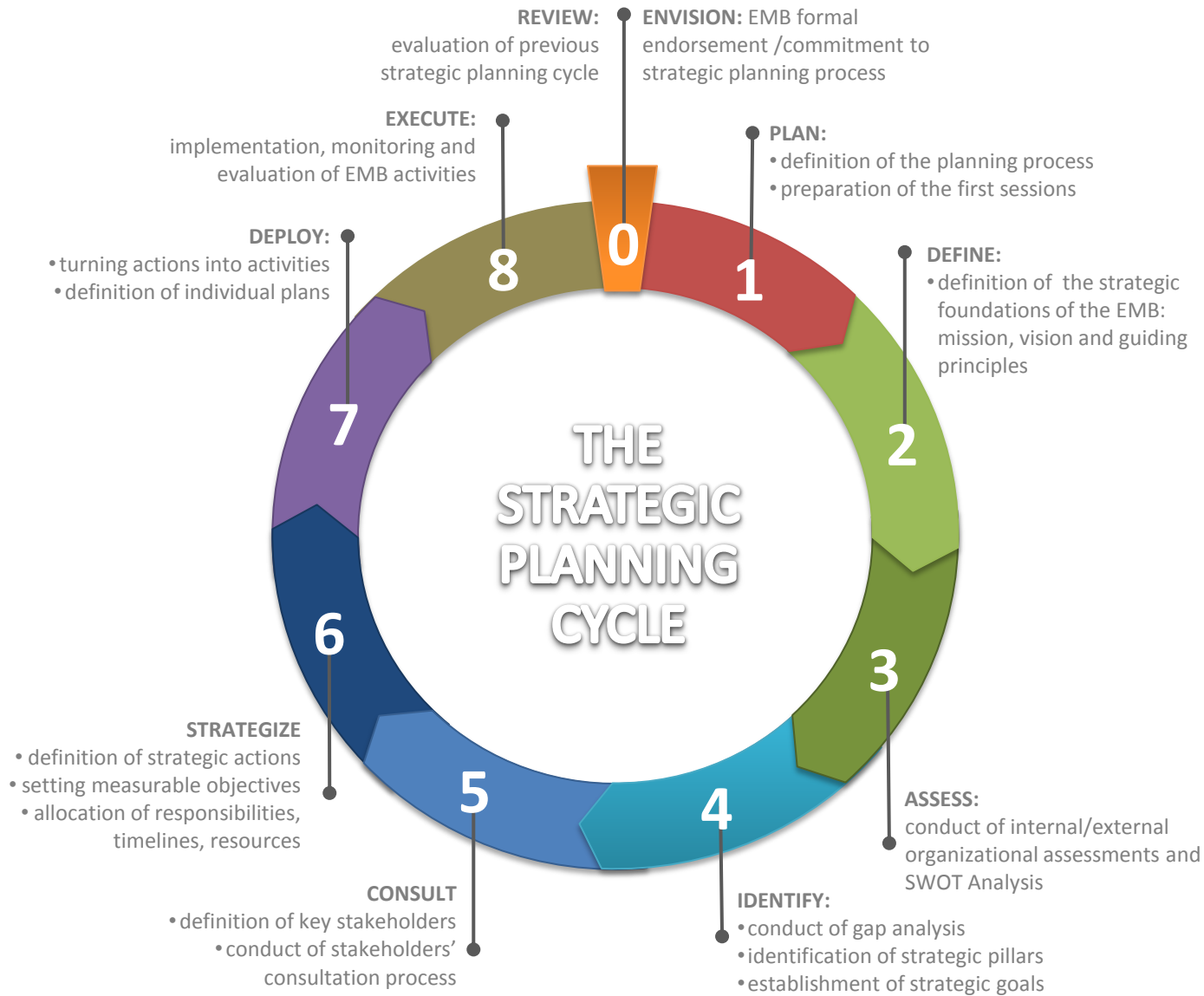
WHY STRATEGIC PLANNING IN ELECTORAL MANAGEMENT?

IMPLEMENTATION TOOL

Strategic planning enables the EMB to develop a **Strategic Plan** that defines the **strategic activities** required by the EMB to **meet its vision**

A Strategic Plan is then translated into a detailed **Implementation Plan**: the Implementation Plan comprises a range of **supporting tasks** which are **implemented** (and monitored) under the systematic framework provided by this methodology

THE STRATEGIC PLANNING CYCLE



THE STRATEGIC PLANNING CYCLE



THE STRATEGIC PLANNING CYCLE

REVIEW:
evaluation of previous
strategic planning cycle

ENVISION: EMB formal
endorsement /commitment to
strategic planning process

PLAN:
• definition of the planning process
• preparation of the first sessions

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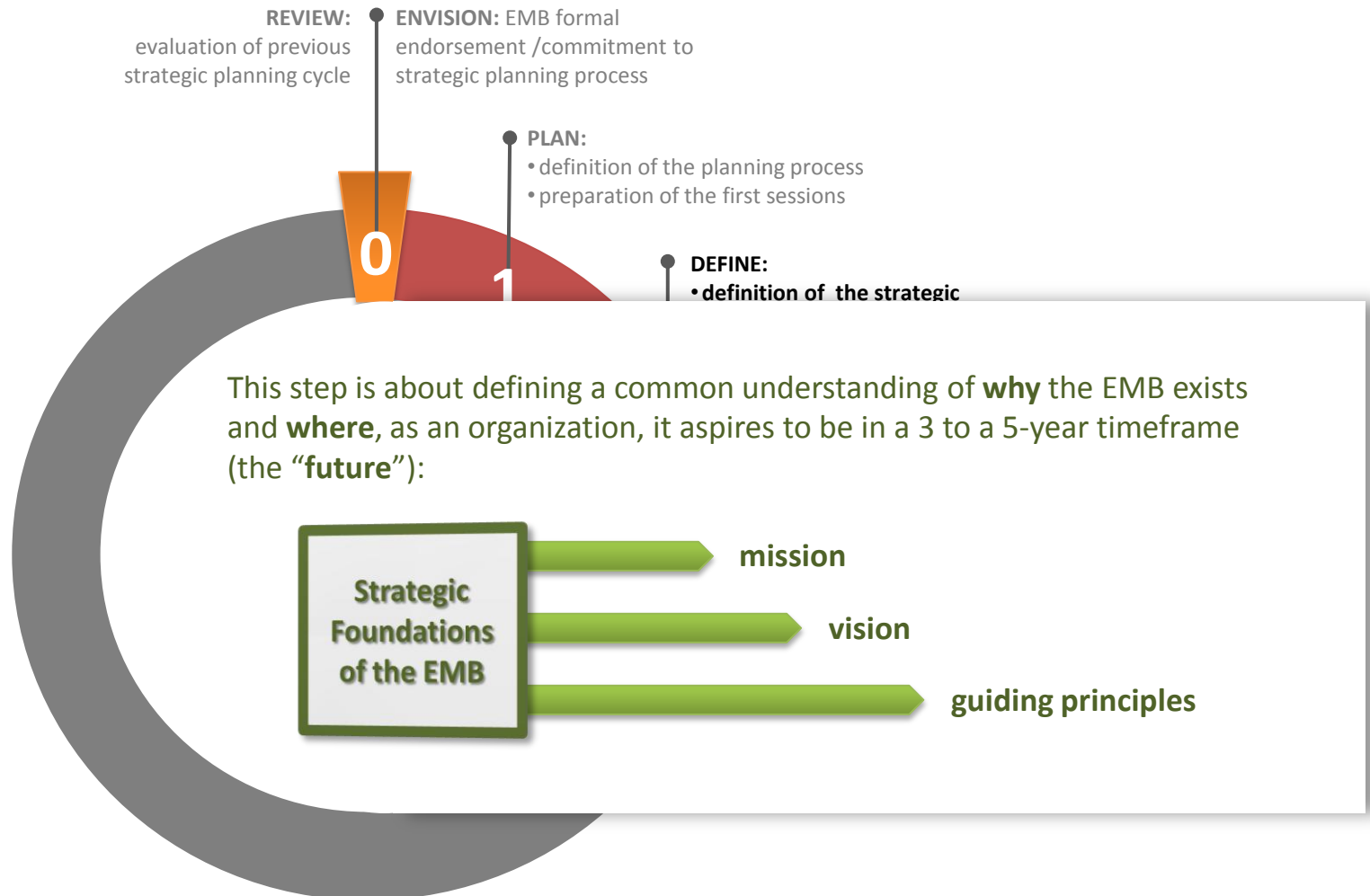
This step sets the start of the **preparation** and **organization** of all activities comprising the whole strategic planning exercise:

establishment of
Planning Committee
and Core team

selection of a
Coordinator

selection and training
of Facilitator/s

THE STRATEGIC PLANNING CYCLE

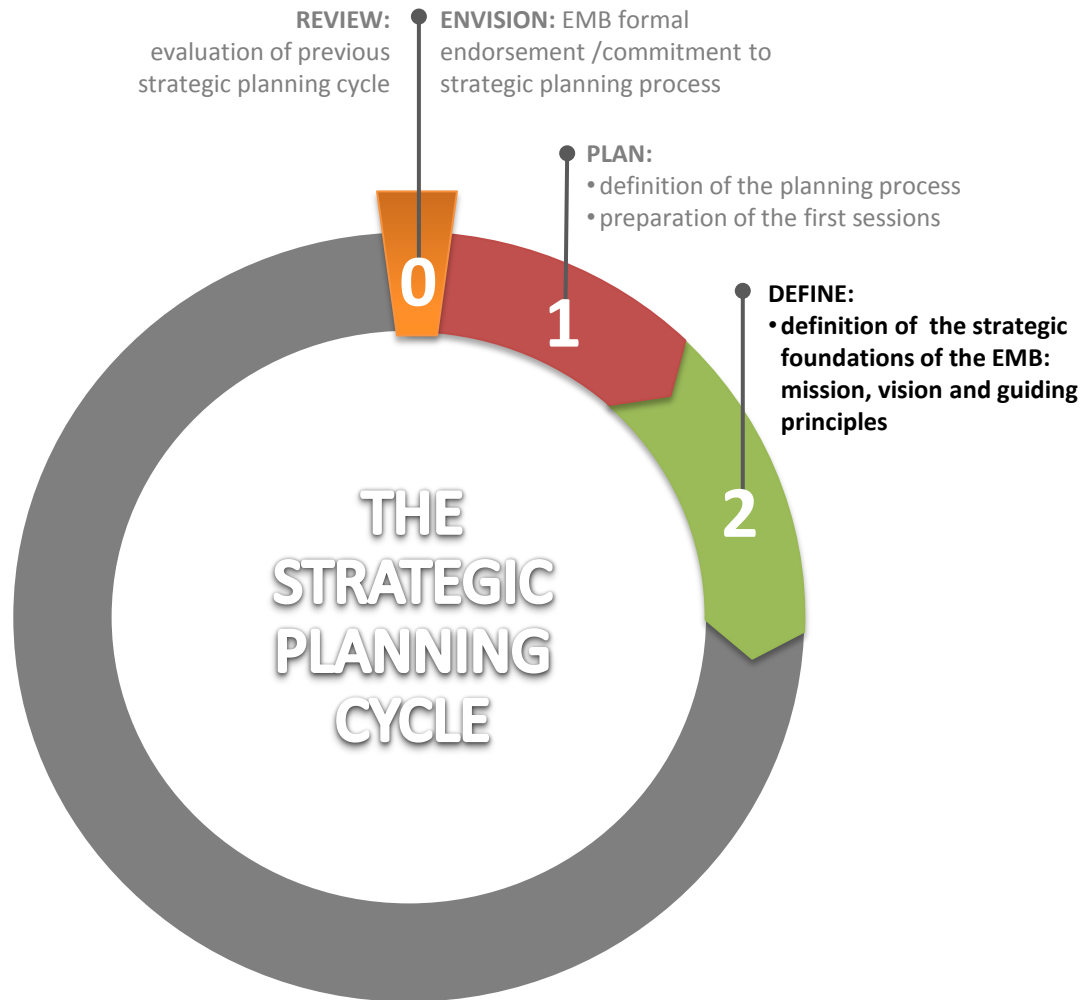


the purpose of the organization, describes what it does, what it does it for, and how it does it

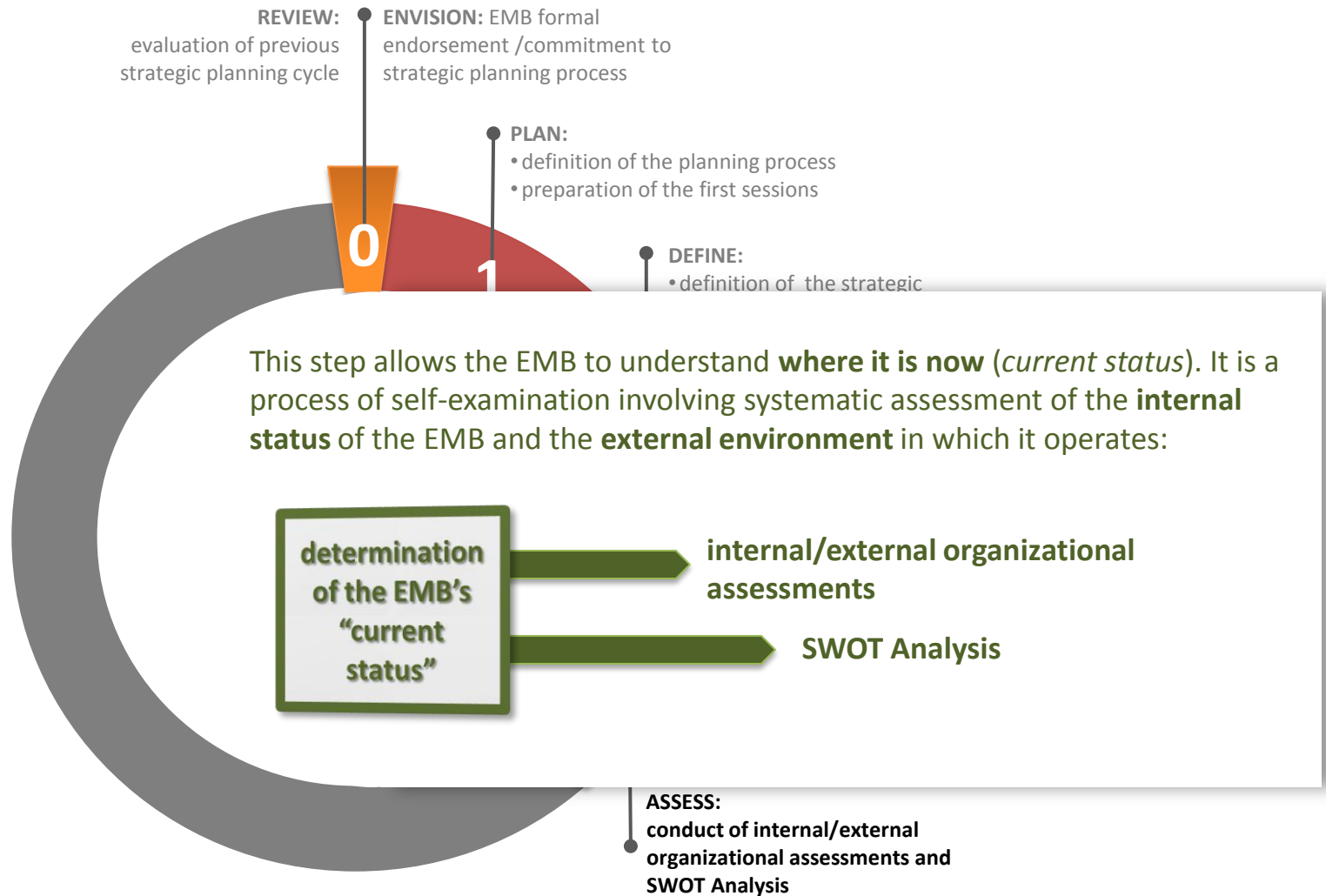
an idealized view of what the organization envisages being in the future

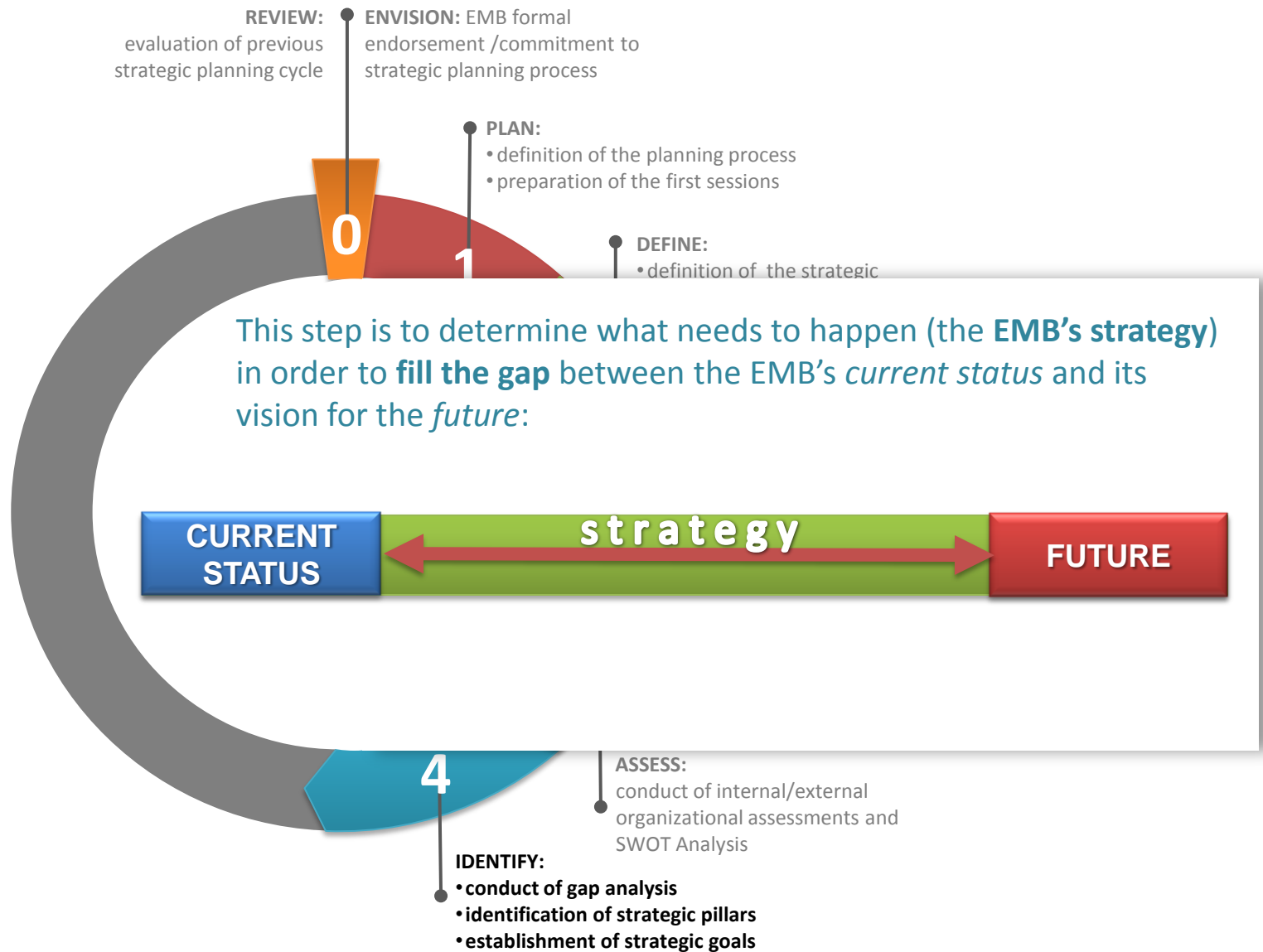
the values and the philosophy shaping the actions of the organization and of its people

THE STRATEGIC PLANNING CYCLE

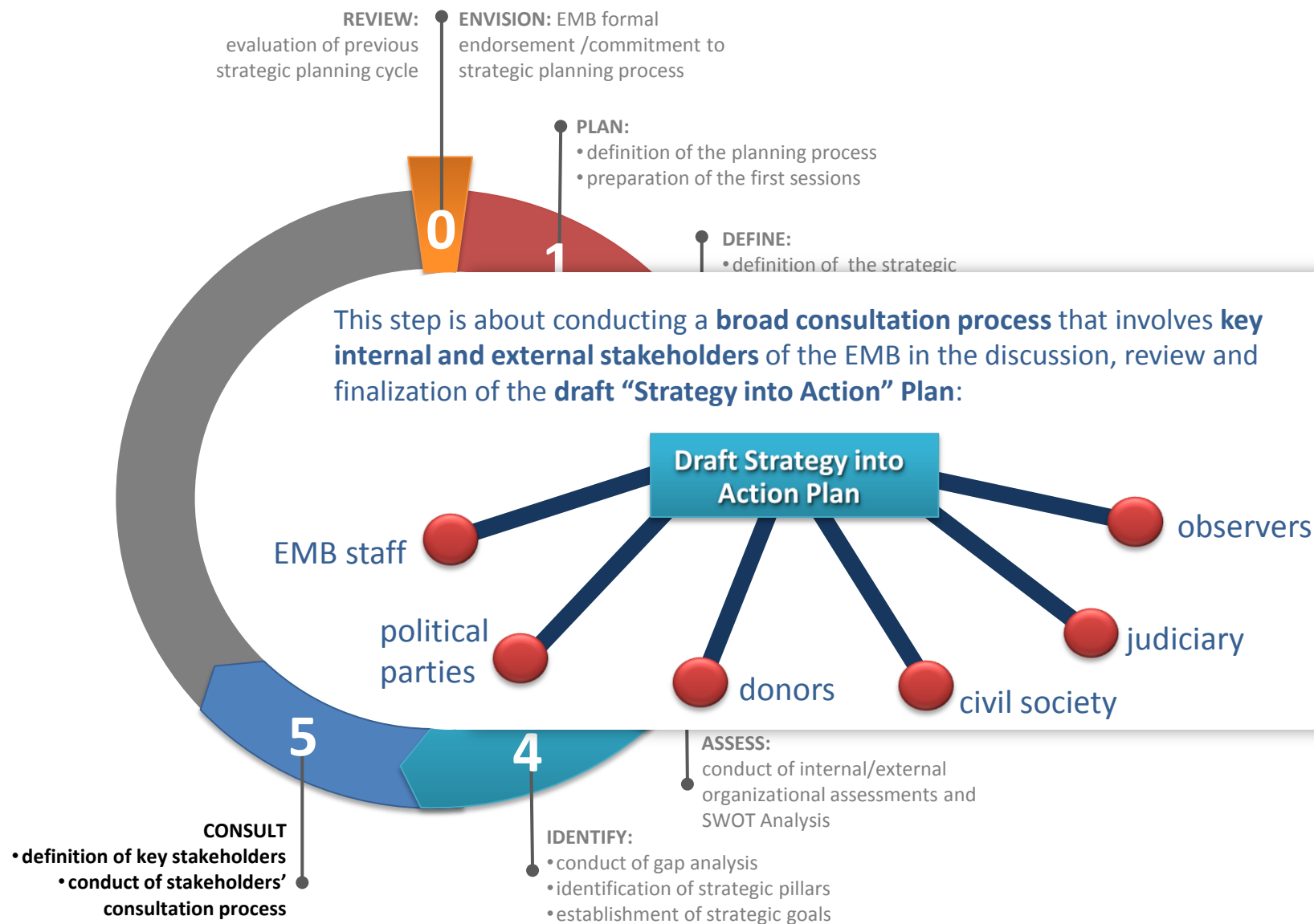


THE STRATEGIC PLANNING CYCLE

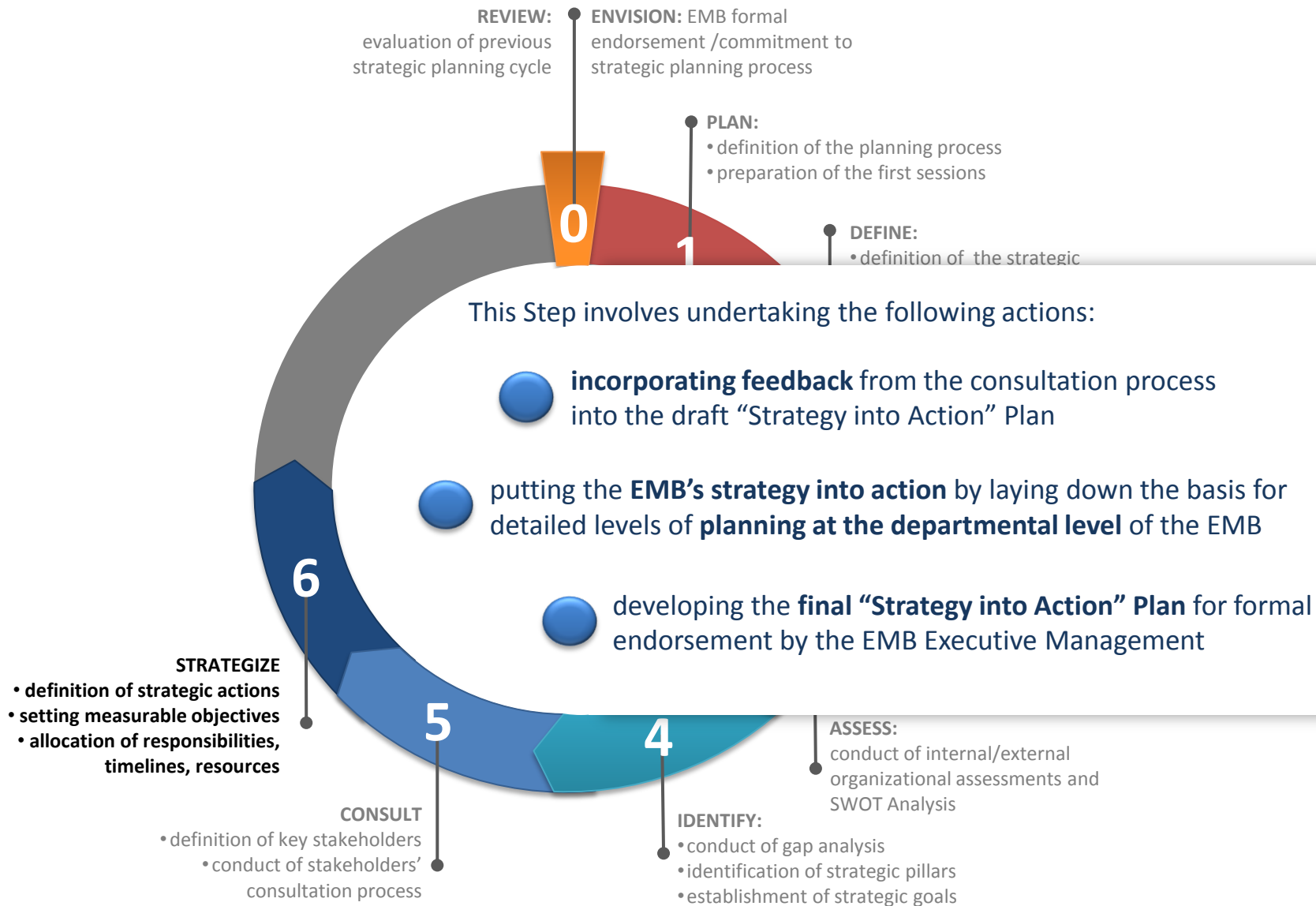




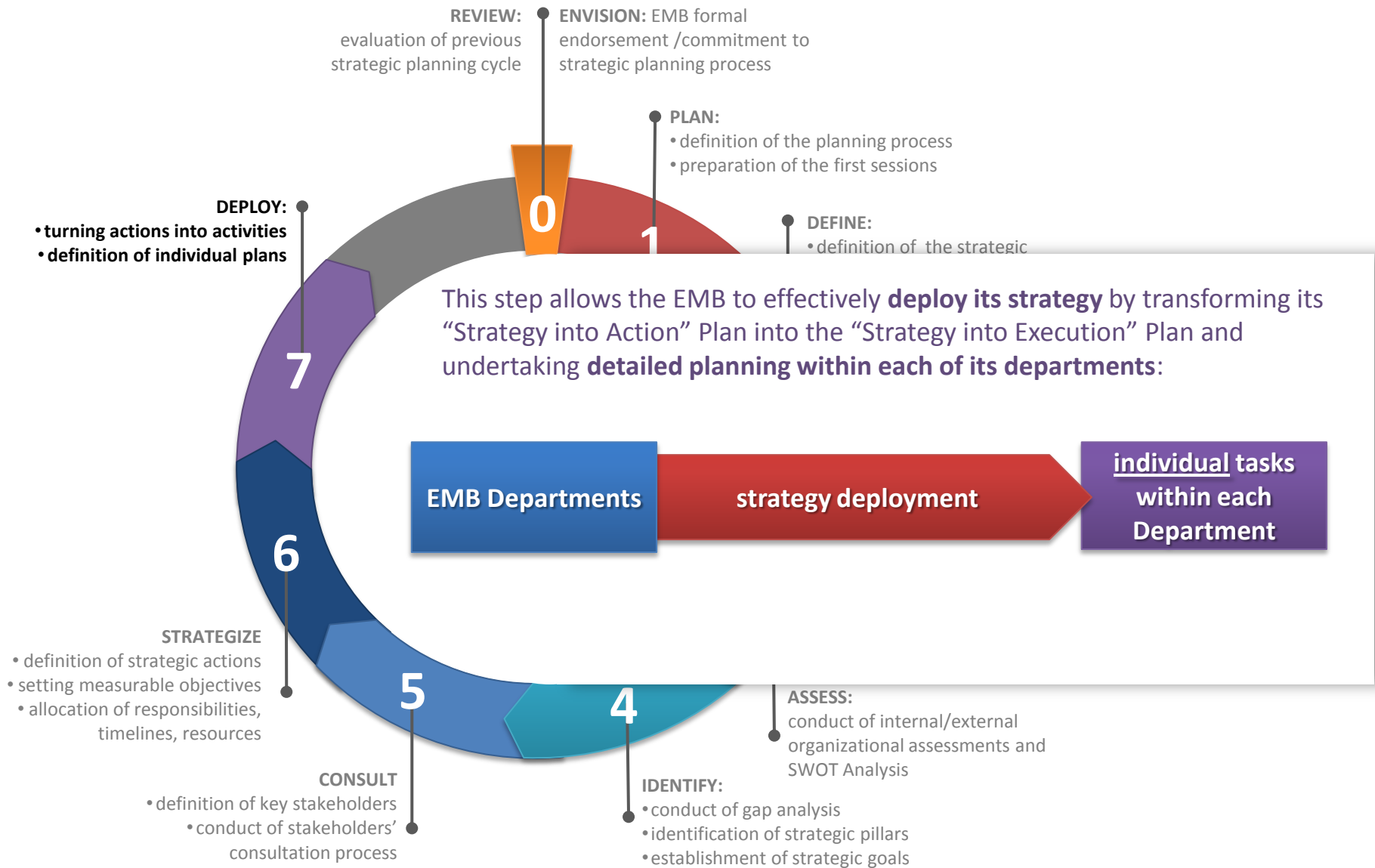
THE STRATEGIC PLANNING CYCLE



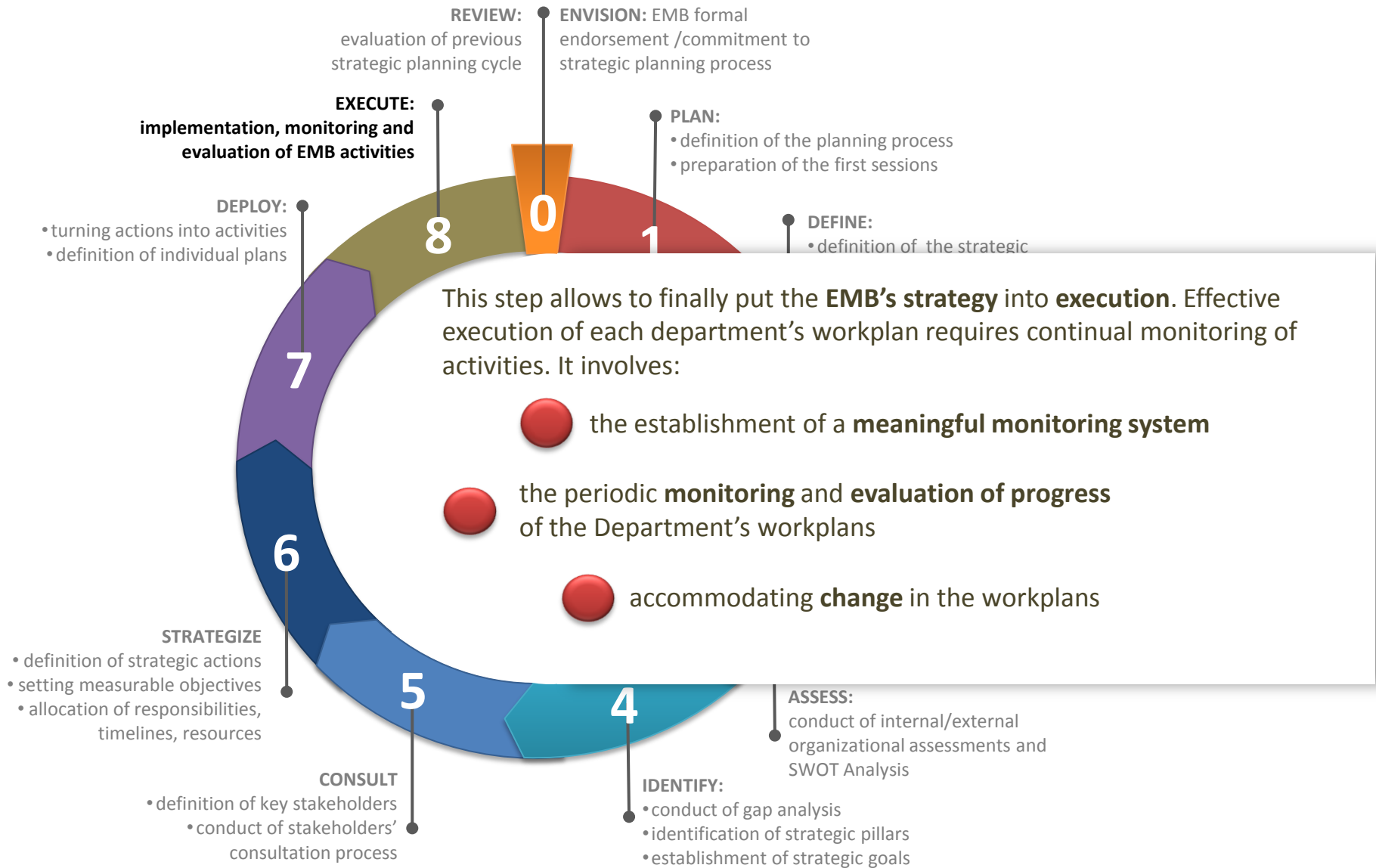
THE STRATEGIC PLANNING CYCLE



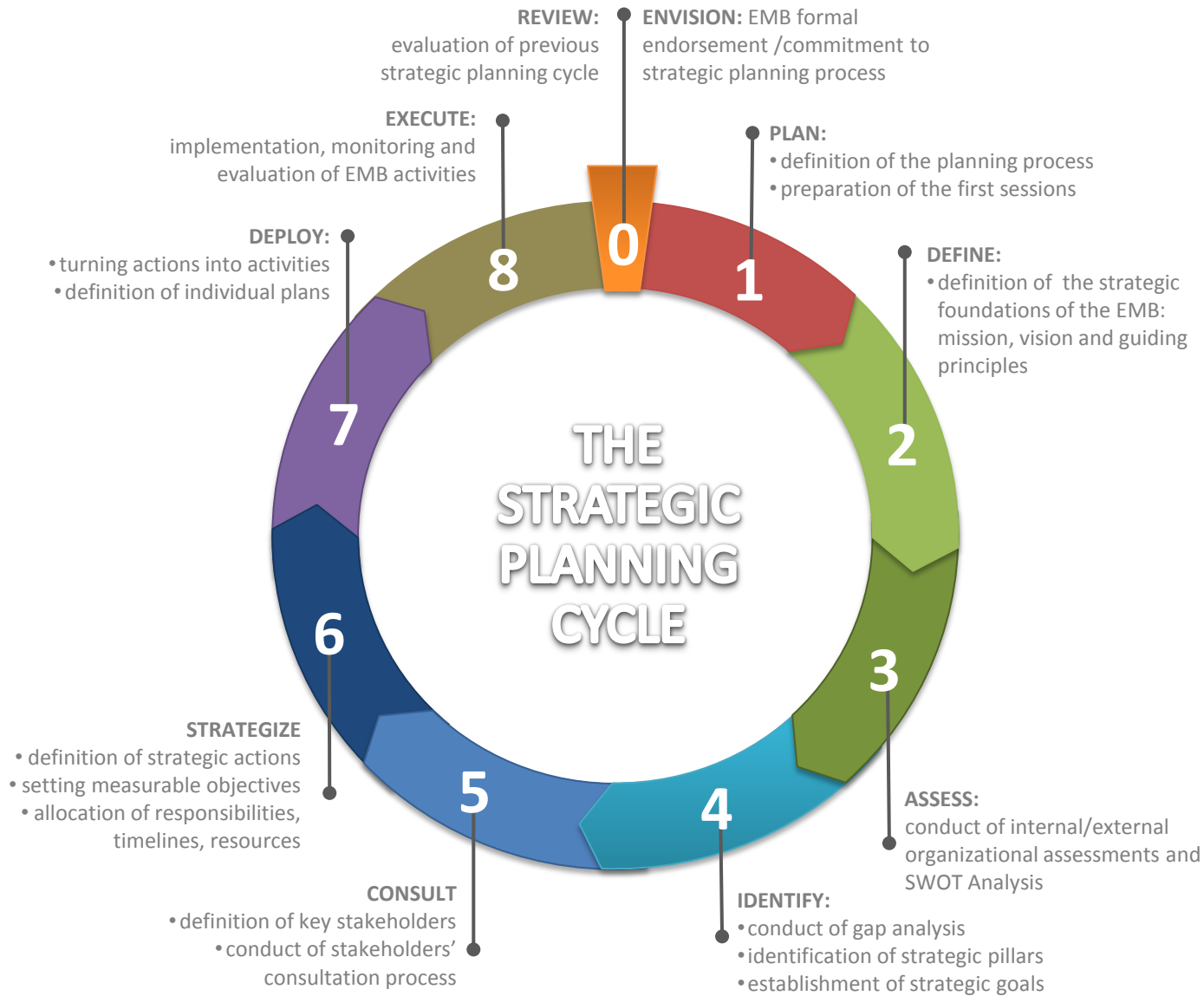
THE STRATEGIC PLANNING CYCLE



THE STRATEGIC PLANNING CYCLE



THE STRATEGIC PLANNING CYCLE



STEP 0:
ENVISION

STEP 1:
PLAN

STEP 2:
DEFINE

STEP 3:
ASSESS

STEP 4:
IDENTIFY

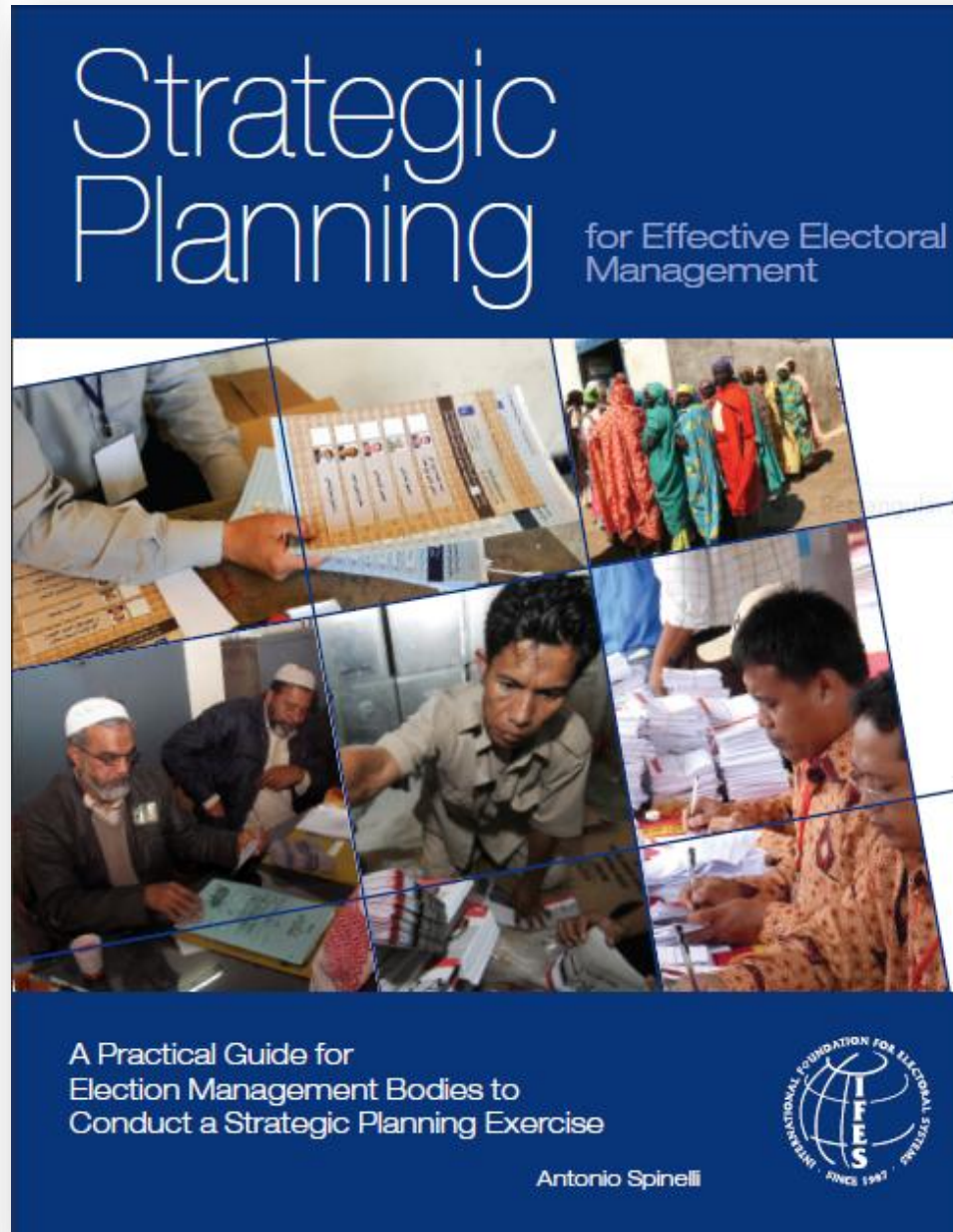
STEP 5:
CONSULT

STEP 6:
STRATEGIZE

STEP 7:
DEPLOY

STEP 8:
EXECUTE

<http://www.ifes.org/Content/Publications/Books/2011/Strategic-Planning-for-Effective-Electoral-Management.aspx>



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