

**Topic: Capacity Building through
Development Cooperation Strategy: An
analysis of Electoral Partnership between the
PNG Electoral Commission and the Electoral
Support Program Phase 2 (2006-2010).**



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1.0. Outline



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1.0. Introduction



- ❧ Electoral Support Program Phase 2 – is a 2nd phase of an AusAID supported program that started in 2002 after PNG's worst national election experience;
- ❧ ESP2 focus on supporting PNG Electoral Commission through capacity building at institutional, organisational, human resource, and task level;
- ❧ Focus of the policy review is on how ESP2 Technical Advisors prepared the PNGEC HQ staff sustain the improved management systems and processes through strategic alliance management strategies.

1.0. Introduction-cont'd



∞ The ESP2 Program supported 8 Key Result Areas of their Corporate Plan (2008-2012):

1. Election Administration
2. Policy Development
3. Education and Awareness
4. Human Resource Development
5. Financial Administration
6. Information Communication and Technology
7. Audit and Risk Management
8. Organisational Capability

1.0. Introduction-cont'd



- ❧ The main component of the Electoral Support Program includes;
- ❧ **Program Component 1:** *To support reform and development of electoral policy and improvements to the electoral system in PNG;*
- ❧ **Program Component 2:** *To improve the capacity of the PNGEC to plan, prepare and conduct elections in PNG, including by-elections, the 2007 national election and future elections in Bougainville;*
- ❧ **Program Component 3:** *To improve the awareness and understanding of voters and the community of the PNG electoral system;*
- ❧ **Program Component 4:** *To improve the organisational capacity of the PNGEC to plan and run elections;*
- ❧ **Cross cutting Issues:** *HIV/AIDs, Gender, Fraud and Corruption.*

2.0. Research Problem



❧ *How will PNGEC alliance managers sustain its organisational capability?*

3. What is Strategic Alliance Management?

✂ For the purposes of this paper strategic alliance management in the context of technical cooperation is:

“Strategic alliance management is a medium and long-term mutually beneficial agreement between two or more strategic partners in which resources, knowledge, and compatibilities are shared with the objective of enhancing the competitive position of each other. To this end, a development cooperation strategy between two or more countries within a regional bloc is guided by the common policy objectives that demand a pooled governance to manage shared resources that are tailored towards sustainable development and the human security of the citizens within the countries engaged in the development partnership”.

4.0. Methodology



- ❧ The policy was mainly qualitative in nature taking a non-scientific (interpretivist) approach to research;
- ❧ A case study of the PNGEC-ESP2 partnership was analysed using strategic alliance management tools and techniques;
- ❧ A desktop review of baseline election reports and annual PNGEC performance reports (2006-2010) were analysed;
- ❧ A survey questionnaire was distributed to PNGEC HQ staff, selected election manager, Civil Society Organizations (CSOs), and selected members of the voting public;
- ❧ Targeted focus group sessions with CSOs, Provincial Election Steering Committees(PESCs), and selected Inter-Department Election Committee Members.

5.0. Research Questions



- ❧ 1. What economic/ technological, political/legal and cultural/ social factors impact on strategic alliance management by the PNG Electoral Commission (PNGEC) in terms of its organization context, the management culture, and management process?
- ❧ 2. What is the state of alliance management skills between the PNGEC, the ESP2 and its key stakeholders (i.e. IDEC, CSOs and the PESCs)?
- ❧ 3. How did the alliance managers from the PNGEC, ESP2 and its key stakeholders utilize the established networks in the Commission's planning, monitoring and evaluation process?
- ❧ 4. How effective was ESP2's cultural sensitivity in its dealings with the PNG Electoral Commission?
- ❧ 5. How did alliance managers/ liaison managers from both the PNGEC and ESP2 strategically manage the process issues of relationship bonding, trust, communication, boundary spanning, problem solving, learning, and cultural orientations through a whole of government approach?

6.0. Findings and Analysis



- ❖ Macro-Environment Considerations(Political, Economic, Social, Technological factors)
- ❧ Political Stability under Somare-Led Coalition Gov't between 2006-2010;
- ❧ The ESP2 program (2006-2010) is guided by a development cooperation strategy (2006-2010) between the GoPNG and Government of Australia;
- ❧ The Technical Co-operation supported the GoPNG Medium Term Development Strategy(2005-2010) with emphasis on good governance;
- ❧ PNGEC with ESP2 support developed a draft ICT policy to guide improvement in its IT support systems and processes.

6. Findings and Analysis

cont'd



- ❖ State of Alliance between PNGEC and IDEC, PESCs, and CSOs
- ❧ Positive alliance management impacts on PNGEC- and ESP2 staff have a spin off effect on their relationship with IDEC, PESCs, and CSOs;
- ❧ A MOU guides PNGEC's interaction through a whole of government approach with the IDEC under the leadership of the Chief Secretary to Gov't, Sir Manasupe Zurenuoc;

6. Findings and Analysis

Cont'd

- ❖ State of Alliance between PNGEC and IDEC, PESCs, and CSOs
- ❧ 20 Provincial Administrators head the Provincial Election Steering Committees(PESCs), facilitated by PNGEC through ESP2 support;
- ❧ ESP2 supported PNGECs in its National Voter Education Program by contracting Civil Society Organisations (CSOs) and Faith-based Organisations throughout PNG.

6. Findings and Analysis

Cont'd



- ❖ PNGEC's relationship with established networks.
- ❧ Revised PNGEC's Corporate Plan (2008-2012) set a strategic direction on how it interacts with established networks in public and private sectors;
- ❧ New initiatives or innovations are encouraged to add value to the corporate image of the Commission;
- ❧ ESP2 technical advisors assisted PNGEC Senior Management Team to maintain a continuous learning and improvement strategy to relationship with established partners.

6. Findings and Analysis

Cont'd

- ❖ ESP2 staff cultural sensitivity in its dealings with PNGEC HQ and sub national level staff
- ❧ ESP2 program components were developed by a Program Board that include key stakeholders key line agencies, NGOs, and AusAID representatives;
- ❧ The ESP2 program components were aligned to PNGEC's eight(8) focus areas outlined in their corporate plan;
- ❧ In-line Capacity Supplementation rather than replacement was undertaken by the Technical Advisors;
- ❧ Action-learning groups were developed with ESP2 support to investigate issues and identify solutions with other key stakeholders.

6. Findings and Analysis

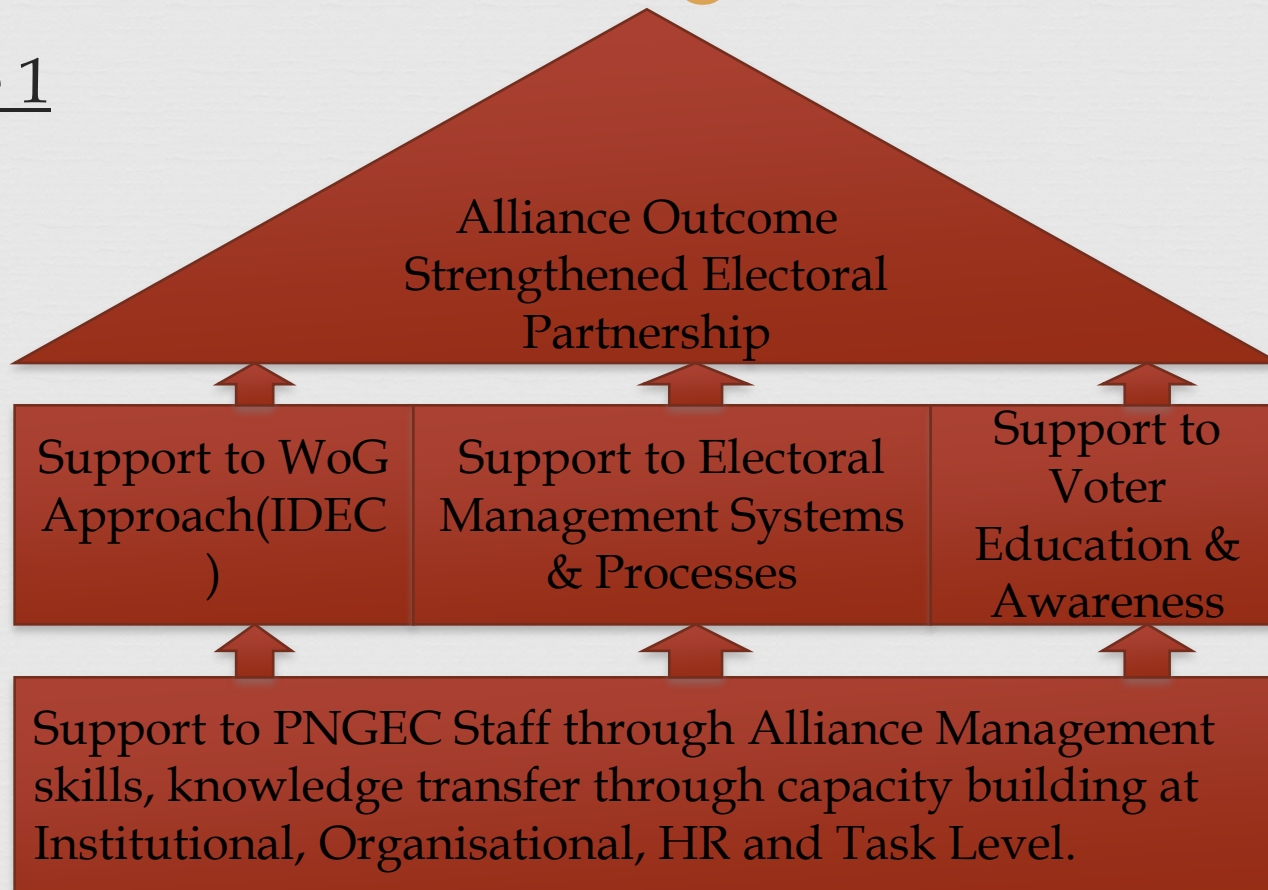
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- ❖ Process Management of key stakeholders in PNG(trust, communication, learning, boundary spanning, problem solving):
- ❧ Right mix of capacity building strategies at both the environmental, organizational, skills, and process level of the Commission;
- ❧ The Commission's staffs have confidence in managing communication with key stakeholders to get work done;
- ❧ Whole of Government approach to election management and participation.

7. Electoral Partnership Model



Figure 1



8. Recommendation



- ✧ Maintain a whole of government approach to election management in alliance with IDEC, PECS, and CSOs to prepare and conduct General Elections and by elections;
- ✧ Sustain relationship with the Australian Electoral Commission (AEC) under the current twinning program that facilitates staff exchange programs;
- ✧ Increase staff at the 22 Provincial Election Offices to better prepare electoral rolls and implement voter education programs with CSOs;
- ✧ Facilitate continuous planning, monitoring and evaluation of its corporate plan to ensure continuous learning and improvement.



Thank you for your Time!

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