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Project Management and E-Voting

How to manage an E-Voting-Project successfully

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Structure of our contribution

An E-Voting project is complex !

- **Legal framework**
- **E-Voting Processes respecting legal framework**
- **E-Voting Software**
 - **Reliable standard- SW**
 - Technically and
 - Legally
- **Customizable to approved processes**
- **Fully Compliant to Council of Europe Recommendation**
- **PR to promote electronic voting channel**
- **Stringent Project Management respecting all aspects of implementation an E-Voting solution**



Status Quo and PM Specials

From E-Voting to Re-voting – unsuccessful projects

- **Successful E-Voting-Projects are not common !**
 - Minimal usage of the E-Voting channel
 - Legal and political attacks and challenges
 - Negative reports from election observers, NGOs, etc.

...and some are even ordered to be repeated by court ...

Is this due to inadequate project management?

- What distinguishes E-Voting-Projects from “normal” IT-Projects?
- What special requirements are in for project management?
- What must Project Communication achieve?
- How to compose the E-Voting Project Dream Team?



Differences E-Voting-Projects - IT / Org -Projects ?

- **Many parties involved from inside and outside**
 - **Minimum three technology providers (HW, SW, PM)**
 - **Election commissions**
 - **Political parties or candidate organizations**
 - **Plus n courts, NGOs, opinion leaders, journalists etc.**
- **Mandatory deadlines set by election laws**
- **Highly complex technology, not easy to understand**
- **High media awareness, little knowledge**
- **Project sponsor with limited power**
 - **Separation of power – election commissions are independent**
 - **No direct reporting nor chain-of-command**
 - **Uncontrolled interference of courts, newspapers etc. – influencers from outside the organization**



Not all project stakeholders are interested in project success



What risks are specific to E-Voting projects ?

- **Risk of intervention from outside the project**
 - **Complaint or lawsuit filed by project outsiders**
 - **Courts to interfere or stop or order a (likely paper-based) re-voting (like in Finland: Vihti, Karkkila and Kauniainen)**
 - **Questions raised in Parliament, even formal inquiries by parliamentary boards and commissions**
- **Risk of missing deadlines (fixed total float in schedule)**
- **Risks of trust and acceptance**
 - **Confidence in the system must not be lost – or you are lost**
 - **“Beyond any reasonable doubt”**
 - **Lost confidence triggers complaints, lawsuits, press releases and causes costs, troubles, unplanned tasks such challenging the success of the project**



Close as many loopholes as possible ! Proactively !



Which special requirements exist for Project M'gt ?

- **Set up and enforce the “rules of engagement”**
 - **Highly professional and experienced project manager**
 - **Reporting and scheduling**
 - **Compliance of all project team members and entities with these rules and strictest enforcement of these rules**
- **Single contractor**
 - **Responsibility and liability in case of re-voting and / or failure**
 - **Endless lawsuits, if no lead contractor exists**
 - **Credibility of contractor sufficient for a complete re-voting?**
- **Professional advisors and consultants from the very beginning on, like in the preparation of public procurement**



These requirements are quite normal – but their fulfilment is vital for E-Voting-Projects !



How to avoid intervention from outside ?

- **Check all legal issues of E-Voting**
 - Data privacy
 - Election regulations-related issues
 - Don't forget the dissenters – interact with them proactively
- **Don't forget Noah: Bring all creatures aboard the Ark!**
 - All parties and candidate organizations – also those, who you personally do not vote for
 - Civil Rights Groups and NGOs
 - Make sure that the quality of your bidding documents is flawless in order to avoid delays due to complaints to administrative courts



Don't forget:
E-Voting projects are delicate - avoid any loopholes!
Proactively!



Project Communication: The critical success factor

Clear and stringent

- Project Communication starts with the first draft of the project scope
- Project Communication ends after the last deadline for filing a lawsuit has passed – at the earliest!



Proactive

- Communication must occur earlier than the rumour
- Answers must be provided before questions arise – and doubts, which follow the question
- There is no “too much” in project communication of E-Voting-Projects

Target-group oriented

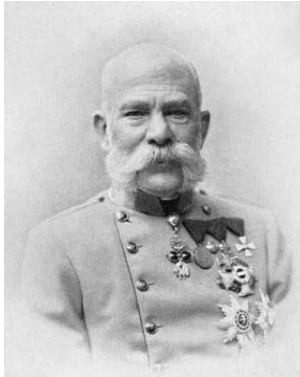
- Many target groups – large funds necessary
- Funding is not only Euros, but also time and qualified resources
- Target groups with highest influence need special treatment, e.g. workshops for each major party

When outsiders decide about the success, PR becomes vital



A proposal for a winning E-Voting Team

CUSTOMER



Project Sponsor



Internal Project Coordinator



Consultant (Auditor)



Communication Coordinator

SUPPLIER



Project Manager



Software Provider



Infrastructure Provider



PR Services Provider



Professional PM is essential !

In the 60s we had

- no Internet
- no mobile phones
- no Blackberries
- no digital signatures
- practically no e-mail
- no telefax
- no PCs
- ...

**But we had proper
Project Management and
therefore we made it to
the Moon in 1969!**

