CHAPTER – VI
MANAGEMENT ASPECTS INVOLVED IN VARIOUS OPERATIONS RELATED TO ELECTIONEERING

6.1 INTRODUCTION

Up till now we have seen the various operations involved in conducting the election whether that of Parliamentary or the State Assembly. Now in this chapter the researcher has explained as to how the various management principles and practices are implemented in attending to these aspects. There is an Election Manual wherein comprehensive guidelines are issued by the Election Commission but if the implementing authority is aware of the management principles and practices the things go smooth and scientifically. In the following paragraphs the researcher has identified the steps and the management principles that are relevant to it.

6.2 FOR GENERAL ELECTION PURPOSE

1. Registration of Electors

The enrollment of the electors is a regular phenomenon. However up till now this work was being attended to manually. The electors were required to fill up prescribed form and submit it to the respective Electoral Registration Officer. So also when the elections are due, prior to the Election dates, the office updates the existing Electoral Roll by sending the staff door to door. For this purpose the Election office gives wide publicity through media for enrolling the names of the electors for which the office makes arrangements in the respective electoral part areas. Thus the draft elector rolls are prepared and made available to the electors for carrying out any corrections /modifications etc.

It is also necessary to remove the names of those electors who are no more or who have left their residence in the earlier registered address. If this is not done the electoral roll gets inflated and when after the election a review of voting is made a distorted picture emerges and for no reason a bad impression of non participation of the electors in the election process is created. From this angle this aspect is of very much importance.
Management aspect

Now with the advancement of the information technology it has become necessary to adopt the new technique for registration of electors. The new system when settled will be cost effective. Lot of man power can be saved. Accuracy can be increased as the electors are themselves filling up the data. The data can also be accessed by the electors to verify the correctness when the electoral rolls are finalized. The registration can be made available on line so that it will be convenient to the electors to register their name.

So also if the on line registration and modification with proper inbuilt checks and controls are installed the electors will take care to remove the names of the electors and a proper list of electors can be obtained. This will certainly give a correct picture of the participation of the voting percentage.

It is also essential to use the latest available technology relating to the location of the residence as well as the pooling booth. For this purpose the Geographical Information System so that with the use of the map available on the Google Search Engine, the elector can get the ideas as to the location of election booth as well as his residence and the part in which it comes so that the elector can register his/her name in the correct electoral part. With the use of this system apart from the convenience of the elector the overlapping of registration of elector can be avoided. So also the cases of registering the names of the electors from one family with same residence at two different electoral parts can be avoided. With the help of GIS technology lots of things relating to the registration of the electoral will be clear and visible and this will add to the greater participation of the electors in the election process which is the true essence of the democratic system.

Particularly in the urban and metropolitan areas which are now being growing at a fast rate because of the rural migration to these centres, there are number of electors who shift to new areas. In the urban and metropolitan centres the electors quite frequently change their residences which are taken on leave and license basis for a temporary period and in the process the electors track is lost in the present system of registration. If the use of new technology is adopted the elector will put up his request
for transfer of his/her name to the new electoral part without much inconvenience and the accuracy of the electoral rolls will be ensured.

For execution of this work the management aspects involved are: Planning, budgeting, decision making, communicating, execution, coordinating, recruiting, training, motivating and monitoring and reviewing. If these aspects are well covered in the first stage of training to the staff involved in the electioneering work their involvement will be with proper conviction.

2. Planning the election operations

As and when the general elections are announced the election office declares the time table prescribing specific dates for each of the operation involved in it. While preparing the time table the office does take into account various general aspects like the season, principle festivals, examinations etc. and the specific aspects related to the election i.e. preparation of the up-to-date electoral rolls, and the various associated aspects like publication of the electoral rolls, identifying the staff of various cadre required for accomplishing the election work right from the election process starts till the results are declared.

As the election work involves a volume of man power, it is pulled from the various government and semi government departments and therefore this staff is required to be oriented to the election work. For this the office has to draw out a training plan with required time frame and the input to be given to the participants. Therefore, the office is required to identify the trainers, training centres for which convenience of the staff participating in the training is to be taken care of. All these actions do require the deep knowledge of management aspects such as planning, coordination, execution, evaluation etc. The office has also to plan for the stand by action plan for any eventuality.

3. Communication aspect

The election office has to give proper publicity to these actions being taken by the office for which the management function namely communication comes in picture. The communication should be clear, without any ambiguity, and now in the
present day information technology age, use of social network sites and the internet, digital media etc. can be tapped for speedy and accurate communication.

This communication aspect has several other areas like once the polling booths are identified a communication needs to be addressed to the organization where the polling booth is required to be housed. So also the election office has to have a direct interaction with the police department in order to have their support for maintaining law and order situation at the polling booths. The communication aspect is also involved on the date of election to report to the press for briefing them the turnout at the polling stations at different stages and finally after the election time has been over to collect the data from each of the polling stations and to arrive at the total polling at the constituency. All this work requires proper use of various communication channels including the print and digital media. Thus the important function of communication comes in the management of the entire election process with its due importance.

4. Identification of polling booth location

In order to have maximum turnout at the voting the pooling booths are required to be housed at a central place which will be convenient to the electors to cast their vote. For this purpose the election office has to ensure that the proposed location of booth is at a reasonable distance and that it has proper access, location on the ground floor as far as possible to make it convenient for the aged electors, ventilation, public toilet, etc. The office also has to take into account that the pooling booth is not over crowded and hence the number of electors at each booth is decided say approximately 1200 or so. There is one more aspect that the election office has to take into account is that it should be a permanent structure from the security point of view. In order to ensure that the maximum use of the Govt. and Semi Govt. office premises are used to avoid inconvenience to the non government organizations. However, where it is not possible the election office does take the help of the nongovernmental organization like schools/college buildings where it is obligatory on their part. Thus this aspect of identification of polling booths also carries various management aspects such as planning, communicating, security arrangements, staffing etc.
5. **A day in advance of Polling Day**

A day in advance of polling all the staff engaged for this purpose have to collect the requisite stationary as well Electronic Voting Machines and then to proceed to their assigned destination. Arrangements for their transportation are also required to be finalized well in advance for which Maharashtra Road Transport Corporation is to be contacted.

In this exercise the management aspects involved are planning, coordinating, communication and monitoring and also ensuing standby arrangement for any eventuality.

6. **On the day of polling**

On the day of election to ensure that the staff has reached at the pre decided location and that all the arrangements to commence the polling have been complete, so also at pre decided interval the data about casting of votes is to be obtained and reported to the press as well as the central election office. And after the polling time is over to again shift the EVMs at the pre decided safe custody and getting reporting from the staff.

This requires the election officer to use his communication skills, coordination skills and monitoring skills.

7. **After the polling is over**

Taking reports from each of the team and consolidate the position and to report to the central office and to give a final touch to the counting day’s arrangements.

This requires coordination, monitoring and communication skills.

8. **On the date of counting**

This is a busy day for the election officer. He has to ensure that the counting process is smooth and as planned without any delay. He has to coordinate the work and at periodical interval brief the results to the public and finally declare the result after obtaining approval from the Election Commission’s office.
This requires knowledge of coordination amongst various agencies, communication with the press etc.

9. **After the declaration of result**

After the declaration of the result the Election Officer has to prepare a detailed report and also has to ensure that the election duty allowances are claimed, those employees who have put in exemplary work they should be appreciated with suitable rewards so that motivation aspect is taken care of.

### 6.3 De-NOVO REVISION OF ELECTORAL ROLL PROCESS

The researcher has already brought out in the earlier chapter the rationale for delimitation and now the researcher presents hereunder the various steps which were taken in conducting the de novo exercise of Belapur Assembly Constituency in the year 2002.

The very first step is to prepare a proposal for conducting the delimitation exercise giving cogent reasons for the same and giving requisite statistical data to the State Govt. for its approval. The proposal after receiving the Govt. approval is presented to the Election Commission of India for their approval and guidance.

In this proposal preparation a survey is required to be undertaken to make out a case for delimitation which is a management function. After the survey is completed report writing is also a management activity as the proposal necessarily contains the various management aspect such planning, budgeting, execution, communication, monitoring, evaluating etc. are required to be brought out in the proposal so that the government will be able to get convinced.

On the researcher’s proposal the Hon’ Chief Election Commissioner of Maharashtra had directed through its letter dated 1\textsuperscript{st} August 2001 and laid down the procedure and programme dates for re-verification of electoral rolls as per the guidelines given by the Chief Election Commission of India starting from 1\textsuperscript{st} January 2002. This re-verification of the electoral roll was relating to 54 – Belapur Assembly
constituency. In the absence of availability of certain vital data relating to the then existing electoral roll some additional work was required to be carried out and hence approval for the revised time frame fixed from the Hon Chief Election Commissioner of Maharashtra was obtained.

The deficiencies in the original electoral roll of 54 Belapur Assembly constituency has already been discussed in the earlier chapter No. 2 – Research methodology and hence duplication is avoided.

The following tasks were required to be address in this exercise.

1. Then existing rolls were to be scrapped under new proposal.
2. Sketch new maps considering number of existing polling stations and geographical locations for preparing new mother rolls.
3. Propose new nearby polling stations for newly prepared electoral rolls.
4. Fill in Div. A Details of the Part (ESI 013) in the prescribed format.
5. Prepare new house list and sketch new maps through officials deputed at respective electoral parts.
6. Electoral Registration to be done as per newly prepared maps and house list. This information was to be filled in the respective formats and authentication was to be taken from the senior member of every family. Later these details were to be furnished in Division C.
7. To cross verify Electoral Photo Identity Card (EPIC), fill in the Form EPIC 012 prescribed by the Election Commission of India.
8. EPIC was to be verified as per columns 4 to 15, only for electors who are able to produce their EPIC at time of verification.

The above task was quite gigantic and lots of aspects were involved in its execution.

Most important of all the exercise was to give numbering to the housing and prepare accurate maps for such houses, for preparation of new rolls of 54 Belapur Assembly Constituency. It was expected that there will be tremendous growth in volume of electors.
Accurate maps and exact electoral registrations were needed to avoid any confusion and overlapping since 54- Belapur Assembly Constituency and 53 Thane Assembly Constituency were neighbouring and adjacent.

Meetings for public awareness and spread exact programme guidelines with details across all political parties were held.

Prepared guidelines, handouts for the training programmes and designed the various forms required to be filled in.

As the programme envisaged lots of activities the time frame with added time for completion of the assignment was got approved.

Thus time management aspect was also covered by this exercise and the same was monitored at regular interval so as to ensure that there is no variation from the planned time for each activity.

The then 54-Belapur Assembly Constituency covered entire Mira Bhainder Municipal Corporation, Entire Navi Mumbai Municipal Corporation and a part of Thane Municipal Corporation excluding boundaries of earlier Thane Municipality.

Earlier Thane Municipality was included in 53, Thane Assembly Constituency. Later adjacent vicinities like Majivada, Kalwa Gram Panchayats and other Gram Panchayat areas were merged under Thane Municipal Corporation, but these vicinities still continued to be listed in 54 Bealpur Assembly Constituency. Hence, it was very much necessary to analyze and finalize boundaries of both Assembly constituencies. So political and public leaders from both constituencies were invited for a meeting along with Tehsil Inspector Thane, Town Planning Officer of Thane Municipal Corporation. After two meetings the old Thane municipality maps and New Thane Municipal Corporation’s maps were thoroughly studied. Actual field visits were made and the complications that came to surface were resolved by mutual discussion and understanding amongst all stake holders.
After finalizing the guidelines and the action plan the entire work was divided into six segments.

1. Groundwork & Awareness Programme
2. Training
3. Various formats and Materials distribution
   a) House Numbering
   b) Labeled maps of all residential areas including buildings, apartments, bungalows, hutments, places of worship etc.
4. House list
5. Electoral Registration
6. Formulate Mother Rolls

**Ground work**

To prepare new mother rolls from scratch, it was not enough to implement administrative manpower. But it needed much public support and support from political parties, party leaders, newspapers, new channels and other parts of society.

First public gather was held at Collector Office, Thane headed by Hon’ Collector Thane. Everyone was requested to extend maximum help and stand united to make this national programme a grand success.

**Management Hierarchy of this project**

- Chief Elector Registration Officer Maharashtra State
  - Collector & District Elector Registration Officer, Thane
    - Tehsildar & Asst. Electoral Registration officer
      - Zonal Officers
        - Supervisor
          - Enumerator
Maps

For Mira Bhayandar Municipal Corporation Region and Thane Municipal Corporation Region using the original maps ward boundaries marking was done. Revenue Village, Block Sequence: Once all these maps were ready, to maintain sequence of electoral parts numbering, they were numbered serially preserving revenue village and block boundaries.

Fig. 6.1

GIS based Electoral Parts Map
GIS maps were available for Navi Mumbai Municipal Corporation. The region was split as it was done in Thane Municipal Corporation. Rough electoral parts maps were numbered sequentially. These approximate maps were distributed to revenue officers, who visited these localities and proposed new boundaries. On the new rough maps boundaries, important landmarks, buildings, roads, places of worships were clearly marked.

Nodes, Sectors, and Wards developed by CIDCO in Navi Mumbai Region were studied and it was ensured that no part of region is left unnoticed.

**Publicity**

To prepare new mother rolls, it was very important to create public awareness of the entire programme to generate maximum public support. So press notices and news were published in newspapers, political parties were appealed to create public awareness, local news channels, cinema theatres, cable operators, banners were effectively used. Citizens were appealed to extend their maximum cooperation towards the national programme.

**Families**

Authorities surveyed and prepared house lists for regions assigned to them, counted families therein too. Approximately 900 electors in each electoral part, with an average of 300 to 400 families, new electoral part boundaries were finalized. From buildings, hutments, slums and other details, total families were counted. Names of buildings were properly mentioned on new maps. Boundaries were clearly mentioned in new maps to avoid overlapping, including specifications of access roads, schools, slums and places of worship. New maps had sequential placement with house lists to ease registration process.

Upon completion of this exercise it was observed that some electoral parts showed sharp increase in number of electors, which were more than 900. It so happened due to more than expected population density in certain regions. Hence, such parts were split and serially re-numbered, with new authorities for newly created electoral parts.
Training to staff involved in the process

Extensive training programme for the staff of various levels was conducted. Training camps were organized at three distinct corporation areas. For imparting training as well as a reference book a handbook was prepared which turned out to be very useful to the users. The training boosted the moral of the participants.

House Lists

Locational maps of buildings/houses/bungalows/ chawls /hutments/ and slum areas were prepared and these were serially numbered, sequentially house lists of these structures were created. Later on an exact map of new house lists were prepared with duplicate copies to preserve and originals to be distributed for registration. Formats were provided while training and authorities were equipped with sufficient stationeries for house lists. A blank sheet and other materials were provided for preparing a new and detailed map while enlisting houses.

Registration

Due to dense population in certain areas number of electors jumped to as much as 1400-1500. Hence, authorities were instructed to split their electoral part and without losing sequence of electoral parts and area, renumber them. Assistance from supervisor wherever needed was provided. Newly formed electoral parts were numbered prefixed with original number and A, B, C etc. Maps and house lists were prepared separately for these newly formed parts and those were numbered e.g. 400A, 400 B etc.

Two teams were formed and job of registration was assigned to them. While one of the team was registering the details of electors, other was instructed to verify Election Photo Identity Card details provided earlier. Verification format was provided to them.