ELECTORAL COMMISSION

ANNUAL PERFORMANCE PLAN

for
2013/14

FOREWORD

This document describes the Electoral Commission's Annual Performance Plan for 2013/14. The Commission has taken overall responsibility for developing strategic priorities for the five year period covered by the Strategic Plan which informs this Annual Performance Plan. The Annual Performance Plan has taken into account input from election de-briefing sessions (i.e. lessons leant), the electoral events falling in the period covered by the plan, the developments in the current environment within which the Electoral Commission is operating. Lessons learnt were incorporated in the project plans and budgets of departmental heads for the next medium term period. These project plans and budgets were reviewed and scrutinised by senior management and EXCO with a view to reducing costs or to increase efficiency gains. Questions were asked about minimum costs for each project without jeopardising the integrity of electoral processes.

The Commission aims to continuously entrench the Electoral Commission as the focal point in the delivery of cost effective, free and fair elections. This is not only the core of its constitutional mandate, but also an important factor in its interaction with other Chapter 9 and associated institutions, as well as other election management bodies.

The Annual Performance Plan is aimed at supporting the overall strategic goals and objectives of the Electoral Commission.

The Commission endorses the Annual Performance Plan and is fully committed to supporting and ensuring its implementation.

Adv Pansy Tlakula

Chairperson: Electoral Commission

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Electoral Commission under the guidance of the Commission.

- was prepared in line with the current strategic plan of the Electoral Commission

- accurately reflects the performance targets which the Electoral Commission will endeavour to achieve given the resources made available in the budget for 2013/14.

F Rowley Withey
Chief Financial Officer   Signature: ....

M Moepya
Head official responsible for planning   Signature: ....

M Moepya
Accounting Officer   Signature: ....

Approved by:

Adv P Tlakula
Executive Authority   Signature: ....

CONTENTS

PART A: STRATEGIC OVERVIEW

1. UPDATED SITUATIONAL ANALYSIS

The situational analysis as presented in the strategic plan remains relevant.

1.1 Performance delivery environment

The performance delivery environment as presented in the strategic plan remains relevant.

1.2 Organisational environment

The organisational environment as presented in the strategic plan remains relevant.

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

There have been no significant changes to the Electoral Commission's legislative and other mandates as stipulated in the strategic plan.

3. OVERVIEW OF 2013 BUDGET AND MTEF ESTIMATES

3.1 Expenditure estimates

Table A.2 The Electoral Commission: Financial information

	Audited outcome			Revised estimate	Medium-term estimate		
R thousand	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Programme 1	192,510	176,997	286,729	104,087	253,865	328,442	263,452
Programme 2	64,034	169,935	90,620	57,550	221,894	138,039	247,562
Programme 3	822	3,030	1,351	4,080	9,703	4,008	5,392
Programme 4	656,763	850,022	925,675	586,142	977,807	1,079,558	1,023,798
Programme 5	12,134	12,317	17,446	15,803	15,731	18,576	16,401
Total expense	926,263	1,212,301	1,321,821	767,662	1,479,000	1,568,623	1,556,605

Table A.3 The Electoral Commission: Financial information
Statement of financial performance

Table A.3 Electoral
Commission

Statement of financial performance	Audited outcome			Revised estimate	Average growth rate(%)	Expenditure / total: Average (%)	Medium-term estimate			Average growth rate(%)	Expenditure/ total: Average (%)
R thousand	2009/10	2010/11	2011/12	2012/13	2009/10-2012/13	2009/10-2012/13	2013/14	2014/15	2015/16	2013/14-2015/16	2013/14-2015/16
Revenue											
Tax revenue	–	–	–	–	–	–	–	–	–	–	–
Non-tax revenue	24,606	23,641	10,594	5,506	- 39.3%	1.5%	15,006	15,006	15,006	–	1.0%
Sale of goods and services other than capital assets *of which:*	–	26	4	–	–	0.0%	–	–	–	–	–
Administration fees	–	26	4	–	–	0.0%	–	–	–	–	–
Other non-tax revenue	24,606	23,615	10,590	5,506	- 39.3%	1.5%	15,006	15,006	15,006	–	1.0%
Transfers received	937,233	1,437,940	844,238	762,156	- 6.7%	98.5%	1,463,994	1,553,617	1,541,599	2.6%	99.0%
Total revenue	961,839	1,461,581	854,832	767,662	- 7.2%	100.0%	1,479,000	1,568,623	1,556,605	2.6%	100.0%
Expenses											
Current expenses	953,427	1,140,644	1,315,238	806,167	- 5.4%	100.0%	1,491,854	1,614,247	1,598,807	3.5%	100.0%
Compensation of employees	304,271	421,374	412,557	371,714	6.9%	36.6%	562,746	547,416	611,014	4.2%	36.6%
Goods and services	605,469	670,995	845,919	370,346	- 15.1%	58.1%	867,741	1,009,978	931,226	3.6%	59.7%
Depreciation	43,211	47,898	56,435	64,107	14.1%	5.2%	61,367	56,853	56,567	- 4.0%	3.7%
Interest, dividends and rent on land	476	377	327	–	- 100.0%	0.0%	–	–	–	–	–
Total expenses	953,427	1,140,644	1,315,238	806,167	- 5.4%	100.0%	1,491,854	1,614,247	1,598,807	3.5%	100.0%
Surplus / (Deficit)	8,412	320,937	(460,406)	(38,505)	- 266.0%		(12,854)	(45,624)	(42,202)	81.2%	
Acquisition of assets	16,047	119,554	63,018	25,602			48,514	11,228	14,366		

Statement of financial position

Carrying value of assets	274,592	339,860	339,706	301,194	3.1%	63.4%	288,341	242,716	200,514	- 16.6%	79.4%
of which:					–	–				–	–
Acquisition of assets	16,047	119,554	63,018	25,602	16.8%	9.5%	48,514	11,228	14,366	- 45.6%	7.6%
Inventory	9,062	27,708	14,070	12,000	9.8%	2.8%	21,000	10,000	25,000	9.1%	6.2%
Receivables and prepayments	18,173	18,864	17,250	13,500	- 9.4%	3.3%	13,500	13,500	13,500	–	4.5%
Cash and cash equivalents	228,598	562,574	37,833	32,500	- 47.8%	30.1%	30,000	30,000	30,000	–	9.9%
Non-current assets held for sale	2,631	244	3,868	–	- 100.0%	0.4%	–	–	–	–	–
Total assets	533,056	949,250	412,727	359,194	- 12.3%	100.0%	352,841	296,216	269,014	- 12.7%	100.0%
Accumulated surplus/(deficit)	484,985	805,921	345,515	292,695	- 15.5%	85.3%	218,664	220,604	131,882	- 22.3%	61.8%
Finance lease	3,400	–	–	–	- 100.0%	0.2%	–	–	–	–	–
Deferred income	581	271	4,217	3,946	89.4%	0.6%	271	271	271	–	0.1%
Trade and other payables	42,404	143,058	62,627	62,553	13.8%	13.9%	133,906	75,341	136,861	1.1%	38.1%
Provisions	1,687	–	368	–	- 100.0%	0.1%	–	–	–	–	–
Total equity and liabilities	533,057	949,250	412,727	359,194	- 12.3%	100.0%	352,841	296,216	269,014	- 12.7%	100.0%

3.2 Relating expenditure trends to strategic outcome oriented goals

Expenditure is mainly influenced by the electoral cycle and peaks during preparations for an election and thereafter decreases to fund normal activities in non-election cycles.

The 2013 MTEF period has three key priorities and main cost drivers, namely, the two registration drives in 2013/14, the national and provincial elections in 2014/15 and the two registration drives in 2015/16 in preparation for the 2015 local government elections. During these periods expenditure levels will peak.

The main cost drivers during registration and election periods are linked to the Electoral Commission's main performance indicators. These are: the approximately 282 000 staff appointed to work at the 22 000 voting stations; the intensive training programmes which electoral staff have to undergo in order to protect the credibility and integrity of electoral processes; the procurement of the electoral bill of material which includes ballot papers, ballot boxes, stationery used at voting stations; the extensive communication programmes via various media platforms; the updating of the electoral systems databases in line with election specific requirements; and the updating and rolling out of the Electoral Commission's IT infrastructure.

During the MTEF period civic and democracy education initiatives also play a major role in the overall expenditure.

PART B: PROGRAMME AND SUBPROGRAMME PLANS

4. PROGRAMME 1 ELECTORAL OPERATIONS *(including the key activities of delimitation, voting, counting & results, voters roll, registration, logistics, and infrastructure)*

Programme 1 focuses on the strategic goal of achieving pre-eminence in the area of managing elections and referenda by:

a)   ensuring accessibility and suitability of voting facilities and processes;

b)   increasing voter participation in elections;

c)   maximize electoral justice for all stakeholders in the electoral process

d)   enhancing the credibility of the voters' roll;

e)   improving compliance with legal prescripts; and

f)   continuously improving the legislative framework.

Programme 1 facilitates the participation of voters in regular free and fair elections, using sustainable systems, people and processes. Activities included are the delimitation of boundaries, maintenance of the national voters roll, and the planning and co-ordination of activities during registration week-ends, on Election Day and special voting days as well as for home visits.

It also provides logistics, warehousing and distribution infrastructure such as voting stations and municipal electoral offices, electoral materials and equipment as specified on the bill of materials and voting station staffing plans.

There are 701 permanent personnel under this programme who provide support in achieving the strategic goal and objectives of this programme. The staff structure is expanded significantly during election periods when additional resources are imperative to cope with the huge workload and difficult logistical arrangements. The performance indicators and costs pertaining to electoral and expansion staff structures are reflected under Programme 4.

4.1 Strategic Objective 1.1 linked to Strategic Goal 1

Ensure accessibility and suitability of voting facilities and processes by establishing and applying infrastructure to meet operational demands for each electoral event.

(i) Strategic Objective Statement

Provide and maintain infrastructural capacity commensurate with the logistics plans for each electoral event

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.1	Provide and maintain infrastructural capacity commensurate with the logistics plans for each electoral event	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 1.1		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.1.1	Number of contracted voting stations on main registration weekends or election day	19,726	20,859	20,859		22,000	22,000	22,600
1.1.2	Number of schools used as voting stations for full scale elections (at least 60%) as a percentage of the total number of voting stations on main registration weekends or election days	11,868 (60.16%)	13,788 (66.11%)	13,760 (65.97%)		14,520 (66%)	14,520 (66%)	14,920 (66%)
1.1.3	Number of warehouses, local office facilities and full time distribution services available to support electoral events	10 237 1	10 237 1	10 237 1	10 234* 1	10 234 1	10 234 1	10 234 1

* Target is linked to number of municipalities in South Africa

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 1.1		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
1.1.1	Number of contracted voting stations on main registration weekends or election day	Bi-annually	22,000			22 000	22 000
1.1.2	Number of schools used as voting stations for full scale elections (60%) as a percentage of the total number of voting stations on main registration weekends or election day	Bi-annually	14,520 (66%)			14,520 (66%)	14,520 (66%)
1.1.3	Number of warehouses, local office facilities and full time distribution services available to support electoral events	Quarterly	10 / 234 / 1	10 / 234 / 1	10 / 234 / 1	10 / 234 / 1	10 / 234 / 1

4.2 Strategic Objective 1.2 linked to Strategic Goal 1

Ensure efficient electoral processes by defining, specifying and procuring election material and equipment for all electoral events.

(i) Strategic objective statement

Establish a bill of materials (BoM) and equipment requirements per electoral event for the period covered by this strategic plan; and procure in accordance with the logistics procurement plans.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.2	Establish a bill of materials (BoM) and equipment requirements per electoral event for the period covered by this strategic plan; and procure in accordance with the logistics procurement plans.	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 1.2		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.2.1	Defined bill of material (signed off BoM) and specifications in place within the timelines stipulated in the logistics procurement plan	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved
1.2.2	Sourced materials requirement plan (MRP) and bill of material (BOM) in accordance with of PPPFA, Treasury regulations and organisational policies and within the timelines stipulated in the logistics procurement plan.	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved	100% achieved

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 1.2		Reporting period (Quarterly / Biannually / Annually)	Annual target 2012/13	Quarterly targets			
				1st	2nd	3rd	4th
1.2.1	Defined bill of material (signed off BoM) and specifications in place within the timelines stipulated in the logistics procurement plan	Bi-annually	100% achieved			100% achieved	100% achieved
1.2.2	Sourced materials requirement plan (MRP) and bill of material (BOM) in accordance with of PPPFA, Treasury regulations and organisational policies and within the timelines stipulated in the logistics procurement plan.	Bi-annually	100% achieved			100% achieved	100% achieved

4.3 Strategic Objective 1.3 linked to Strategic Goal 1

Increase voter participation in elections

(i) Strategic objective statement

Increase voter turnout to 80% in the National and Provincial elections of 2014; and 60% in the Local Government elections of 2016.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.3	Increase voter turnout to 80% in the National and Provincial elections of 2014; and 60% in the Local Government elections of 2016.	80% in 2014 and 60% in 2016	78%	n/a	57.64 %			80%	

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 1.3		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.3.1	Percentage of registered voters who vote – voter turnout: national scale elections	78%	n/a	57.64%			80%	

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 1.3		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
1.3.1	Percentage of registered voters who vote – voter turnout	Not applicable in 2013/14					

4.4 Strategic Objective 1.4 linked to Strategic Goal 1

Maximise electoral justice for all stakeholders in the electoral process

(i) Strategic Objective Statement

Provide maximum electoral justice opportunities for all political parties and stakeholders to realise just and acceptable electoral outcomes

(ii) Overall Strategic Objective Target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.4	Provide maximum electoral justice opportunities for all political parties and stakeholders to realise just and acceptable electoral outcomes	No elections set aside	New indicator			No elections set aside	No elections set aside	No elections set aside	No elections set aside

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 1.4		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.4.1	Number of elections set aside	New indicator			None	None	None	None

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 1.4		Reporting period (Quarterly / Biannually / Annually)	Annual target 2012/13	Quarterly targets			
				1st	2nd	3rd	4th
1.4.1	Number of elections set aside	Quarterly	None	None	None	None	None

4.5 Strategic Objective 1.5 linked to Strategic Goal 1

Enhance the credibility of the voters' roll.

(i) Strategic Objective Statement

Ensure an up to date and comprehensive national voters roll ahead of every statutory election by ensuring a monthly update against the national population register is performed for each month covered by this strategic plan.

(ii) Overall strategic objective target

Strategic Objective 1.5		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/11		2013/14	2014/15	2015/16
1.5	Ensure an up-to-date and accurate national voters' roll ahead of every statutory elections	Evidence of 60 (12x5) reviews of the national voters' roll over the period covered by this strategic plan	12	12	12	12	12	12	12

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 1.5		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.5.1	Number of registered voters per annum	23,181,997	23,655,046	23 363 394	22,979,394	24,175,457	23,981,096	24,683,142
1.5.2	Frequency per annum that voters roll is checked against national population register	12	12	12	12	12	12	12

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 1.5		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
1.5.1	Number of registered voters per annum	quarterly	24,175,457	22,981,714	22, 891, 714	23, 405,211	24,175,457
1.5.2	Frequency per annum that voters roll is checked against national population register	quarterly	12	3	3	3	3

4.6 Strategic Objective 1.6 linked to Strategic Goal 1

Improve compliance with legal prescripts

(i) Strategic Objective Statement

Maintain and improve compliance with legal prescripts by ensuring that proportional representation (PR) replacements, candidate nomination, voting and results for electoral events occur within the prescribed legislative and operational timeframes.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.6	Maintain and improve compliance with legal prescripts by ensuring that proportional representation (PR) replacements, candidate nomination, voting and results for electoral events occur within the prescribed legislative and operational timeframes.	To ensure 100% compliance with legal prescripts relating to proportional representation (PR) replacements, candidate nomination, voting and results for electoral events	100%	100%	100%	100%	100%	100%	100%

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 1.6		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.6.1	Percentage of elections for which voters' roll is certified in accordance with election timetables	100%	100%	100%	100%	100%	100%	100%
1.6.2	Number of calendar days in which elections are conducted from date of vacancy	90	90	90	90	90	90	90
1.6.3	Number of calendar days in which to replace PR seat vacancies	35	35	35	35	35	35	35
1.6.4	Number of calendar days in which election results are announced by the Electoral Commission	7	7	3	7	7	7	7

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 1.6		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
1.6.1	Percentage of elections for which voters' roll is certified in accordance with election timetables	Quarterly	100	100	100	100	100
1.6.2	Number of calendar days in which elections are conducted from date of vacancy	Quarterly	90	90	90	90	90
1.6.3	Number of calendar days in which to replace PR seat vacancies	Quarterly	35	35	35	35	35
1.6.4	Number of calendar days in which election results are announced by the Electoral Commission	Quarterly	7	7	7	7	7

4.7 Strategic Objective 1.7 linked to Strategic Goal 1

Continuously improve the legislative framework.

(i) Strategic Objective Statement

Annually assess the legal framework of the Electoral Commission to ensure responsiveness to changing circumstances by reviewing electoral legislation in the context of:

a)   inputs received during debriefing sessions after electoral events; and

b)   legal opinions where appropriate.

(ii) Overall Strategic Objective Target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.7	Annually assess the legal framework of the Electoral Commission to ensure responsiveness changing circumstances by assessing inputs received during debriefing sessions after electoral events; and sourcing of legal opinions where appropriate.	Review of legislation ahead of general elections		1		1	2	1	2

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets strategic objective 1.7		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
1.7.1	Number of electoral legislation reviews per annum	New indicator			1		1	
1.7.2	Number of relevant bill(s) submissions to parliament per annum	New indicator				1		1
1.7.3	Number of Regulations published in Government Gazette per annum	New indicator				1		1

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 1.7		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
1.7.1	Number of electoral legislation reviews per annum	Annually	Not applicable for 2013/14				
1.7.2	Number of relevant bill(s) submissions to parliament per annum	Annually	1	1			
1.7.3	Number of Regulations published in Government Gazette per annum	Annually	1			1	

4.8 Reconciling performance targets with Budget and MTEF

SUMMARY REPRIORITISED PROGRAMME 1

Sub-programmes (R'000)	Audited Outcome		Actual	Current	2012 MTEF		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
1 Delimitation, Voting, Counting, Results & By-elections	42,213	11,571	47,266	13,181	22,399	54,634	19,278
2 Candidate Nomination, Voters Roll & Registration	1,603	15,421	7,634	7,431	14,105	8,359	8,740
3 Infrastructure	46,516	58,742	50,247	29,438	85,373	75,656	93,338
4 Logistics	80,040	59,818	146,554	21,860	93,314	148,680	101,360
5 Legal Services	3,652	2,086	3,690	3,032	4,581	4,850	4,792
6 Provincial Administration	18,487	29,359	31,338	29,145	34,093	36,263	35,944
TOTAL FOR SUB-PROGRAMMES	**192,511**	**176,997**	**286,729**	**104,087**	**253,865**	**328,442**	**263,452**
Economic classification							
Current payments							
Compensation of employees	10,445	21,636	14,670	10,072	15,542	12,885	13,356
Goods and services	182,066	155,361	272,059	94,015	238,323	315,557	250,096
SUB-TOTAL	**192,511**	**176,997**	**286,729**	**104,087**	**253,865**	**328,442**	**263,452**

4.9 Performance and expenditure trends

R804 million has been allocated to this programme for goods and services in the 2013 MTEF. Compensation for employees is mainly catered for under programme 4.

Expenditure under this programme increases significantly (by approximately 336%) in election years as compared to non-election years.

701 full-time staff members (of which 690 are based on provincial and municipal levels) are responsible for performance delivery under this programme

The rapidly changing socio-political environment (as described in section 5) might have an impact over the five year period on resources in the following areas relating to this programme:

a)   continual cost escalations in the logistical field, especially with regards to printing of ballot papers in a transparent, yet secured manner; and

b)   cost implications of the expected increase in the number of registered voters.

5. **PROGRAMME 2 OUTREACH** *(including the key activities of civic & democracy education; research, knowledge management and communication)*

The objective of programme 2 is to strengthen electoral democracy by:

a) encouraging citizen participation by providing continuous education;

b) providing strategic and thought leadership;

c) broadening our research agenda and issuing publications;

d) increasing visibility through proactive consultation, effective communication and presence;

e) facilitating platforms for political dialogue;

f) cultivating an environment for free and fair elections; and

g) constantly engaging the media.

Programme 2 informs and educates the public on democracy and electoral processes and manages the communication activities of the Electoral Commission. It also conducts research on the latest developments in democratic elections administration. This programme will entrench an understanding of democracy in education processes at schools, higher education institutions and with other stakeholders across South Africa. A monitoring and evaluation component will be added.

The Portfolio Committee on Home Affairs, a report on the review of Chapter 9 institutions, political parties and SCOPA have all highlighted the need for more intensive voter and democracy education programmes to ensure that citizens are encouraged to actively participate in electoral events. More importantly their concern was that such interventions must be continuous and very visible throughout, and particularly during the period between elections.

There are 85 permanent personnel in the unit who provide support in achieving the strategic goal and objectives of this programme. The staff structure is expanded during election periods to assist with civic education programmes as outside of general elections, the Electoral Commission has an opportunity to strengthen electoral democracy through outreach programmes.

A review of the service delivery model for outreach in 2012 has resulted in the creation of 52 permanent SAO posts across the country and these are included in the 85 posts mentioned above. The aim of these posts is to provide permanent capacity to revitalise the outreach programme. These posts will also provide permanent training capacity to enhance the professionalism of Election Day staff another key outcome of Vision 2018.

5.1 Strategic Objective 2.1 linked to Strategic Goal 2

Encourage citizen participation by providing continuous education

(i) Strategic objective statement

Hold the targeted number of democracy education events within the strategic planning period with a view to meaningful participation by the public in civic and democracy development matters.

An event is defined as being an activity of educational substance with a specified target audience of at least a given minimum size (of 20 people) with defined inputs and outputs.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.1	Hold the targeted number of democracy education events within the strategic planning period. An event is defined as being an activity of educational substance with a specified target audience of at least a given minimum size (of 20 people) with defined inputs and outputs.	3,372	-	-	89,321*	4,215	8,063	6000	8500

* This baseline was calculated based on a different definition of what constitutes an event

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 2.1		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.1.1	The number of civic and democracy education events per annum. An event is defined as being an activity of educational substance with a specified target audience of at least a given minimum size (of 20 people) with defined inputs and outputs.	3 034*	3 124*	89 321*	4 215	8 063	6000	8500

* The definition of an electoral event has been reviewed and revised.

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 2.1		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
2.1.1	The number of civic and democracy education events per annum. An event is defined as being an activity of educational substance with a specified target audience of at least a given minimum size (of 20 people) with defined inputs and outputs.	Quarterly	8 063	1612	2419	2420	1612

5.2 Strategic Objective 2.2 linked to Strategic Goal 2

Provide strategic and thought leadership in the electoral sphere and place the organisation at the forefront of the discourse on electoral democracy

(i) Strategic objective statement

Annually facilitate discourse on matters pertaining to electoral democracy through lectures, seminars, conferences, publications and opinion pieces.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.2	The number of thought leadership initiatives per annum	20 per annum	New indicator				20	20	20

* A thought leadership initiative may be defined as one of the following"

Seminars/colloquia/conferences to unpack issues with analysts

Electoral democracy lectures

Briefings with stakeholders

Briefings with observers

A written opinion piece

(iii) Performance indicators and annual targets for 2014

Performance indicators – Medium term targets Strategic Objective 2.2		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.2.1	The number of thought leadership initiatives per annum	New indicator				20	20	20

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 2.2		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
2.2.1	The number of thought leadership initiatives per annum	Annually	20				20

5.3 Strategic Objective 2.3 linked to Strategic Goal 2

Broaden our research agenda, issue publications and preserve institutional memory

(i) Strategic objective statement

Develop a research agenda and generate publications and materials to preserve institutional memory during the period of this strategic plan.

(ii) Overall strategic objective target

Strategic Objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.3	Develop a research agenda and generate publications and materials to preserve institutional memory during the period of this strategic plan.	Implemented KM system	-	-	KM draft policy developed	KM draft policy submitted to the Policy Committee	Phase One KM Strategy - system implementation	Deployment of resource and system implementation	Deployment of resource and system implementation

(iii) Performance indicators and annual targets for 2014

Performance indicators – Medium term targets for Strategic Objective 2.3		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.3.1	Number of research projects conducted and published per annum	2	2	3	3	3	3	3
2.3.2	Finalise and implement knowledge management policies and systems by 31 March of each year of the MTEF	Not set up	KM Strategy deferred	KM draft policy developed	KM draft policy submitted to the Policy Committee	Phase One KM Strategy – System implementation	Deployment of resources and system implementation	Deployment of resources and system implementation

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 2.3		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
2.3.1	Number of research projects conducted per annum	Bi-annual	3			1	2
2.3.2	Phase One KM Strategy – System implementation by 31 March	Annually	Phase 1 System implementation				System implement ation in accordanc e with the timelines set in the strategy document ation

5.4 Strategic Objective 2.4 linked to Strategic Goal 2

Increasing institutional visibility through proactive consultation, effective communication and presence

(i) Strategic objective statement

Conduct the targeted number of communication activities with a view to reaching the maximum number of stakeholders annually through the variety of programmes and platforms planned during the period of this strategic plan.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performanc e 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.4	Number of targeted communication activities conducted per annum over the period covering this Strategic Plan	565	99	148	89	68	157	102	157

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 2.4		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.4.1	Number of targeted media interactions per annum	27 media releases 50 media interviews 12 media analysis reports	36 media releases 193 media interviews 12 media analysis reports	18 media releases 62 media interviews 12 media analysis reports	24 media releases 25 media interviews 12 media analysis reports	30 media releases 100 media interviews 12 media analysis reports	27 media releases 50 media interviews 12 media analysis reports	30 media releases 100 media interviews 12 media analysis reports
2.4.2	Number of targeted communication platforms per annum	(8) • Billboards • Wall Murals • Train Station Boards • Taxi & Rank TV • Television • Radio • Print • Public Call Centre	(11) • Billboards • Wall Murals • Train Station Boards • Taxi & Rank TV • Posters • Flyers • Television • Radio • Print • Digital/ Online • Public Call Centre	(10) • Billboards • Wall Murals • Train Station Boards • Taxi & Rank TV • Television • Radio • Digital/ Online • Public Call Centre	(6) • Radio • Print • Digital/ Online • Facebook • Twitter • Mobile	(14) • Billboards • Wall Murals • Train Station Boards • Taxi & Rank TV • Posters • Flyers • Television • Radio • Print • Digital/ Online • Facebook • Twitter • Mobile • Public Call Centre	(12) • Billboards • Wall Murals • Train Station Boards • Taxi & Rank TV • Television • Radio • Print • Digital/ Online • Facebook • Twitter • Mobile • Public Call Centre	(14) • Billboards • Wall Murals • Train Station Boards • Taxi & Rank TV • Posters • Flyers • Television • Radio • Print • Digital/ Online • Facebook • Twitter • Mobile • Public Call Centre
2.4.3	The number of strategic partners per annum.*	50	50	157	100	150	100	150

* A strategic partner is a key tactical stakeholder with whom we work collaboratively on an ongoing basis and with whom we have established a relationship over a particular period of time (minimum of 6 months) for a specific purpose/objective.

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 2.4		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
2.4.1	Number of targeted media interactions per annum	Quarterly	30 media releases 100 media interviews 12 media analysis reports	7 media releases 10 media interviews 3 media analysis reports	7 media releases 10 media interviews 3 media analysis reports	8 media releases 40 media interviews 3 media analysis reports	8 media releases 40 media interviews 3 media analysis reports

Quarterly targets iro performance indicators for strategic objective 2.4		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
2.4.2	Number of targeted communication platforms per annum	Annually	(14) • Billboards • Wall Murals • Train Station Boards • Taxi & Rank TV • Posters • Flyers • Television • Radio • Print • Digital/ Online • Facebook • Twitter • Mobile • Public Call Centre				14
2.4.3	The number of strategic partners per annum*	Annually	150				150

*A strategic partner is a key tactical stakeholder with whom we work collaboratively on an ongoing basis and with whom we have established a relationship over a particular period of time (minimum of 6 months) for a specific purpose/objective.

5.5 Strategic Objective 2.5 linked to Strategic Goal 2

Facilitate platforms for stakeholder dialogue

(v) Strategic objective statement

To promote knowledge of and adherence to democratic electoral principles by holding over the period covered by this Strategic Plan; two meetings with the Presidency, two meetings with each provincial legislature (18), two meetings with the Minister of Home Affairs, two meetings with the Minister of Basic Education and provincial MEC's for education, two meetings with the Minister of DIRCO, two meetings with the Minister of COGTA and MEC's for local government, two meetings with the Minister of Police and MEC's for safety, two meetings with the Minister of State Security, two meetings with the Portfolio Committee on Home Affairs, five meetings with the leadership of political parties represented in parliament, five meetings with institutions supporting democracy, five meetings with the National House of Traditional Leaders and provincial houses of traditional leaders, where relevant, ten meetings with the leadership of Non-Governmental Organisations, two meetings each with Higher Education South Africa, SALGA and the MDB .

(vi) Overall strategic objective target

Strategic Objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.5	To promote knowledge of and adherence to democratic electoral principles by holding over the period covered by this Strategic Plan: - two meetings with the Presidency, - two meetings with each provincial legislature (18), - two meetings with the Minister of Home Affairs, - two meetings with Minister of Basic Education and provincial MEC's for local government, - two meetings with Minister of DIRCO, - two meetings with Minister of COGTA and MEC's for local government, - two meetings with Minister of Police and MEC's for safety, - two meetings Minister of State Security, - two meetings with Portfolio Committee on Home Affairs, - five meetings with leadership of political parties represented in parliament, - five meetings with institutions supporting democracy, - five meetings with National House of Traditional Leaders and provincial houses, houses of traditional leaders, where relevant, - ten meetings with the leadership of Non-Governmental Organisations, - two meetings each with Higher Education South Africa, SALGA and MDB	159 meetings with stakeholders	4	52	6	25	46	22	4

(vii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets strategic objective 2.5		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.5.1	Number of meetings with relevant stakeholders	4	52	6	25	46	22	4

(viii) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 2.5		Reporting period (Quarterly / Biannually / Annually)	Annual target 2012/13	Quarterly targets			
				1st	2nd	3rd	4th
2.5.1	Number of meetings with relevant stakeholders	Quarterly	46	28	6	6	6

5.6 Strategic Objective 2.6 linked to Strategic Goal 2

Position the Electoral Commission as a continuously improving organization through on-going interaction and liaison with relevant international stakeholders

(i) Strategic objective statement

To interact and liaise internationally over the period covered by this Strategic Plan through participating in 3 capacity-building initiatives, observing elections in 5 countries, undertaking 2 study tours, hosting 10 international delegations, attending 5 meetings of regional bodies, attending 5 meetings of intergovernmental organizations, attending 2 meetings of international non-governmental organizations.

(ii) Overall strategic objective target

Strategic Objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.6	To interact and liaise internationally over the period covered by this Strategic Plan through participation in 3 capacity-building initiatives, observing elections in 5 countries, undertaking 2 study tours, hosting 10 international delegations, attending 5 meetings of regional bodies, attending 5 meetings of intergovernmental organizations, attending 2 meetings of international non-governmental organizations.	65 international interactions	19	19	14	12	13	13	13

(iii) Performance indicators and annual targets for 2013

Performance indicators – medium term targets strategic objective 2.6		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
2.6.1	Number of interactions with relevant stakeholders	19	19	14	12	13	13	13

(iv) Quarterly targets for 2013

Quarterly targets iro performance indicators for strategic objective 2.6		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
2.6.1	Number of interactions with relevant stakeholders	Quarterly	13	3	4	3	3

5.7 Reconciling performance targets with the Budget and MTEF

SUMMARY REPRIORITISED PROGRAMME 2

	Sub-programmes (R'000)	Audited Outcome		Actual	Current	2012 MTEF		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
1	Civic Education & Research	27,814	83,993	42,514	42,988	104,607	71,416	109,418
2	Communication	35,182	85,000	46,903	12,814	115,482	65,095	136,214
3	Research & Library	1,038	942	1,203	1,748	1,805	1,528	1,930
	TOTAL FOR SUB-PROGRAMMES	64,034	169,935	90,620	57,550	221,894	138,039	247,562
	Economic classification							
	Current payments							
	Compensation of employees	3,737	33,095	21,934	182	150	359	157
	Goods and services	60,297	136,840	68,686	57,368	221,744	137,680	247,405
	SUB-TOTAL	64,034	169,935	90,620	57,550	221,894	138,039	247,562

5.8 Performance and expenditure trends

Budget allocation under this programme is directed at informing and educating civil society on democracy and electoral processes. Over the MTEF period R607 million has been allocated, mainly under goods and services. Some of this funding may, however, have to be re-prioritised and allocated to the compensation of employees depending on the outcome of the revised civic and democracy education model which is currently being developed and which will be implemented during the MTEF period.

15 full-time staff members are responsible for performance delivery on national level and 70 on provincial and local levels. A review of the service delivery model for outreach in 2012 resulted in the creation of 52 permanent SAO posts across the country and these are included in the aforementioned 85 posts. The aim of these posts is to provide permanent capacity to revitalise the outreach programme. These posts will also provide permanent training capacity to enhance the professionalism of Election Day staff, another key outcome of Vision 2018.

The rate of registration of young voters and specifically those citizens born after 1994 ("Born Frees") represents one of the major challenges to the Electoral Commission. Resultantly increased visibility of outreach programmes, especially amongst the youth (age group 18 to 25) is one of the key components of the strategy of the Electoral Commission over the period covered by this strategic plan. In order to achieve this, the Commission revised its strategy regarding civic democracy in educational institutions.

6. **PROGRAMME 3 POLITICAL LIAISON** *(including the key activities of candidate nomination; party liaison and represented political party funding)*

Programme 3 focuses on the strategic goal of strengthening a cooperative relationship with political parties by:

a) deepening interactions with represented political parties and independent candidates;

b) convening consultative forums with registered political parties;

c) processing nomination of candidates for various electoral events;

d) administering party registration processes; and

e) disbursement of allocations from the Represented Political Parties Fund.

Programme 3 facilitates the participation of parties in regular free and fair elections, using systems, people and processes that are sustainable. This programme provides for on-going liaison platforms with registered political parties and independent candidates.

The same staff referred to under Programme 1 plus two staff members under programme 4 are responsible for providing support in achieving the strategic goal and objectives of this programme.

6.1 Strategic Objective 3.1 linked to Strategic Goal 3

Deepening political engagement with represented parties, including convening consultative fora with registered political parties.

(i) Strategic objective statement

To strengthen a cooperative relationship with political parties by:

a) Conducting a predetermined number of liaison sessions, commensurate with the prevailing electoral phases, with political parties on national level, on provincial level, and municipal level.

b) Annually ensuring that the funding in respect of political parties received from Parliament is distributed as defined in the relevant legislation.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
3.1	Conducting a predetermined number of liaison sessions, commensurate with the prevailing electoral phases, with political parties on national level; on provincial level; and municipal level over the period covered by this strategic plan. Annually ensuring that the funding in respect of political parties received from Parliament is distributed as defined in the relevant legislation.	To conduct 9 494 liaison sessions and 20 disbursements (4x5)	1 234 liaison sessions and 4 disbursements	2 002 liaison sessions and 4 disbursements	1 695 liaison sessions and 4 disbursements	1 234 liaison sessions and 4 disbursements	2 517 liaison sessions and 4 disbursements	1 992 liaison sessions and 4 disbursements	2,517 liaison sessions and 4 disbursements

Liaison sessions plan is based on current Municipality count

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 3.1		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
3.1.1	Number of liaison sessions with members of party liaison committees (PLCs) at national (10), provincial (54) and municipal (1170) levels per annum	1 482	1 234	2 517	1 234	(2 517) 12 Nat / 108 Prov / 2397 Local	(1 992) 12 Nat / 108 Prov / 1872 Local	(2 517) 12 Nat / 108 Prov / 2397 Local
3.1.2	Funding of political parties - number of disbursements per annum	4	4	4	4	4	4	4
3.1.3	Number of Training sessions conducted with political parties (1 x NO; 1 per province) per annum	New indicator				9+1 = 10	9+1 = 10	9+1 = 10

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 3.1		Reporting period (Quarterly / Biannually / Annually)	Annual target 2012/13	Quarterly targets			
				1st	2nd	3rd	4th
3.1.1	Number of liaison sessions with members of party liaison committees (PLCs) at national (10), provincial (54) and municipal (1170) levels per annum	Quarterly	(2 517) 12 Nat / 108 Prov / 2397 Local	(629) 3 Nat / 27 Prov / 599 Local	(629) 3 Nat / 27 Prov / 599 Local	(629) 3 Nat / 27 Prov / 599 Local	(630) 3 Nat / 27 Prov / 600 Local
3.1.2	Funding of political parties - number of disbursements to parties per annum	Quarterly	4	1	1	1	1
3.1.3	Number of Training sessions conducted with political parties (1 x NO; 1 per province) per annum	Annually	10				10

6.2 Reconciling performance targets with the Budget and MTEF

SUMMARY REPRIORITISED PROGRAMME 3

Sub-programmes (R'000)	Audited Outcome		Actual	Current	2012 MTEF		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Candidate nomination; party liaison and represented political party funding	822	3,030	1,351	4,080	9,703	4,008	5,392
TOTAL FOR SUB-PROGRAMMES	822	3,030	1,351	4,080	9,703	4,008	5,392
Economic classification							
Current payments							
Compensation of employees			49				
Goods and services	822	3,030	1,302	4,080	9,703	4,008	5,392
SUB-TOTAL	822	3,030	1,351	4,080	9,703	4,008	5,392

6.3 Performance and expenditure trends

Over the 2013 MTEF R19 million has been allocated to this programme, under goods and services.

The same staff referred to under Programme 1 plus two staff members under programme 4 are responsible for providing support in achieving the strategic goal and objectives of this programme.

The rapidly changing socio-political environment might have an impact over the five year period on resources relating to this programme as the costs of additional assistance that political parties require are manifested.

7.   **PROGRAMME 4 CORPORATE SERVICES** *(including corporate services such as human resources management; information & communication technology; financial management, facilities management and legal services.)*

Programme 4 focuses on the strategic goal of strengthening institutional excellence and professionalism at all levels of the organisation by:

a)   striving for excellence at voting station level;

b)   building institutional capacity;

c)   strengthening our presence and effectiveness at local level;

d)   expanding human capital development;

e)   adhering to performance standards;

f)   becoming people-centred;

g)   managing financial and human resources well;

h)   strengthening risk management;

i)   maintaining sound industrial relations;

j)   striving to comply with national climate change policies (preserving the environment); and

k)   building institutional memory.

Programme 4 provides enabling business processes and systems in respect of financial management, information and communication technology, human resources management and facilities management to efficiently and effectively support the core business of the Electoral Commission. The Electoral Commission's training institute is also run under this programme. 129 permanent personnel support the functions of this programme.

7.1   Strategic Objective 4.1 linked to Strategic Goal 4

Strive for excellence at voting station level

(i)   Strategic objective statement

Provide and maintain skilled electoral personnel capacity commensurate with the demands of each electoral event for the main registration weekends and the elections that will take place in the period covered by this strategic plan.

(ii)   Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.1	To provide and maintain skilled electoral personnel capacity commensurate with the demands of each electoral event for the main registration weekends and the elections that will take place in the period covered by this strategic plan.	566,100	68,149	57,405	198,226	1,920	66,000	216,000	66,000

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 4.1		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.1.1	Number of electoral staff recruited per annum.	68,149	57,405	198,226	1,920	66,000 216,000		66,000
4.1.2	Number of electoral staff trained per annum.	68,149	57,405	198,226	1,920	66,000 108,000	108 000	66,000
4.1.3	Number of area managers recruited per annum.	New indicator				4277		

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.1		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
4.1.1	Number of electoral staff recruited per annum.	Bi-annually	282,000	66,000		-	216,000
4.1.2	Number of electoral staff trained per annum.	Bi-annually	174,000			66,000	108,000
4.1.3	Number of area managers recruited per annum.	Annually	4,277	4,277			

7.2 Strategic Objective 4.2 linked to Strategic Goal 4

Build institutional capacity

(i) Strategic objective statement

Recruit, develop and retain a permanent staff complement as per the approved organogram that would meet the operational requirements as well as constitutional obligations of the Electoral Commission for the period covered by this strategic plan.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.2	Recruit, develop and retain a permanent staff complement as per the approved organogram that would meet the operational requirements as well as constitutional obligations of the Electoral Commission for the period covered by this strategic plan.	90% of all approved permanent posts filled (on a pro rata basis)	New indicator			835 filled posts	835 filled posts	835 filled posts	835 filled posts

(iii)   Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 4.2		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.2.1	Number of permanent staff positions filled per annum (Posts filled for part of the year will be counted on a pro rata basis)	New indicator			835 filled posts	835 filled posts	835 filled posts	835 filled posts
4.2.2	Number of bursaries awarded per annum	20	76	97	80	80	40	80
4.2.3	Number of staff who attend short courses or other exposure opportunities per annum	557	666	235	377	457	140	260

(iv)   Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.2		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
4.2.1	Number of permanent staff positions filled per annum	Annually	835 filled posts				835 filled posts
4.2.2	Number of bursaries awarded per annum	Annually	80				80
4.2.3	Number of staff who attend short courses or other exposure opportunities per annum	Quarterly	457	40	52	88	277

7.3   Strategic Objective 4.3 linked to Strategic Goal 4

Strengthen presence and effectiveness at local level

(i)   Strategic objective statement

Provide adequately trained human resources at local level, specifically expansion staff, in terms of the approved organogram and the relevant expansion staff recruitment and payment plans over the period covered by the strategic plan.

(ii)   Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.3	Provide adequately trained human resources at local levels, specifically expansion staff in terms of the approved organogram and the relevant expansion staff recruitment and payment plans over the period covered by the strategic plan.	882	New indicator				441		441

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 4.3		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.3.1	Number of fixed term staff appointed (expansion staff) per annum	New indicator				441		441

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.3		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
4.3.1	Number of fixed term staff appointed (expansion staff) per annum	Bi-annually	441	220	221		

7.4 Strategic Objective 4.4 linked to Strategic Goal 4

Adhering to performance standards

(i) Strategic objective statement

Ensure that individual employee performance is managed by having an approved and implemented performance management framework for the period covered by this strategic plan.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.4	Ensure that individual employee performance is managed by having an approved and implemented performance management framework for the period covered by this strategic plan.	100% of permanent staff to have a performance contract and performance assessment in each year	New indicator			100% of permanent staff to have a performance contract and performance assessment in each year	100% of permanent staff to have a performance contract and performance assessment in each year	100% of permanent staff to have a performance contract and performance assessment in each year	100% of permanent staff to have a performance contract and performance assessment in each year

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 4.4		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.4.1	Performance agreements in place for the current year (2014/15)	New indicator			100% of staff	100% of staff	100% of staff	100% of staff
4.4.2	Performance assessment for the previous year (2013/14) completed	New indicator			100% of staff	100% of staff	100% of staff	100% of staff

15 February 2013

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.4		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
4.4.1	Percentage of performance agreements in place for the current year by 30 June of that year	Annually	100% of staff	100% of staff			
4.4.2	Percentage of performance assessment for the previous year completed by 30 June of the next financial year	Annually	100% of staff	100% of staff			

7.5 Strategic Objective 4.5 linked to Strategic Goal 4

Become people centred

(i) Strategic objective statement

Ensure that employees' needs are addressed by the provision and implementation of an integrated employee assistance programme for the period covered by this strategic plan. (EAP)

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.5	One national office and one provincial wellness event per annum	50 events	New indicator				10	10	10

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 4.5		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.5.1	One national office and one provincial wellness event per annum	New indicator				10	10	10

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.5		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
4.5.1	One national office and one provincial wellness event per annum	Annually	10				10

7.6 Strategic Objective 4.6 linked to Strategic Goal 4

Managing financial and human resources well.

(i) Strategic objective statement

Annually compile a budget which is aligned with business priorities and organisational strategy in accordance with Treasury guidelines and time frames. Overall strategic objective target

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.6	Annually compile a budget which is aligned with business priorities and organisational strategy in accordance with Treasury guidelines and time frames	5 sets of deadlines as per NT guidelines met	Deadlines met	Deadlines met	Deadlines met	Deadlines met	Deadlines met	Deadlines met	Deadlines met

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 4.6		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.6.1	Annually meet statutory deadlines in respect of budgeting	-	-	Deadline 5 as per NT guidelines met	Deadlines as per NT guidelines met	Deadlines as per NT guidelines met	Deadlines as per NT guidelines met	Deadlines as per NT guidelines met
4.6.2	12 Management accounts per annum	N/a	N/a	N/a	6	12	12	12

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.6		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
4.6.1	Annually meet statutory deadlines in respect of budgeting	Quarterly	Deadlines as per NT guidelines met	1st Quarterly review	MTEF; 2nd Quarterly review	ENE; 3rd Quarterly review	Pre loading review
4.6.2	12 Monthly management accounts per annum	Quarterly	12 Monthly management accounts	3	3	3	3

7.7 Strategic Objective 4.7 linked to Strategic Goal 4

Exercising oversight (monitoring, evaluation and support) by ensuring the preparation of fairly presented financial statements

(i) Strategic objective statement

Achieve an unqualified audit report each year

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.7	Achieve an unqualified audit report each year as expressed by the Auditor General.	5 unqualified audit reports	Unqualified report	Qualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report

(iii) Performance indicators and annual targets for 2014

Performance indicators – Medium term targets Strategic Objective 4.7		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.7.1	Achieve an unqualified audit report each year	Unqualified	Qualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.7		Reporting period (Quarterly / Biannually / Annually)	Annual target 2012/13	Quarterly targets			
				1st	2nd	3rd	4th
4.7.1	Achieve an unqualified audit report each year	Annually	Unqualified		Unqualified		

7.8 Strategic Objective 4.8 linked to Strategic Goal 4

Strengthen risk management

(i) Strategic objective statement

Develop and adopt a consolidated process for monitoring legal compliance by the end of the 2013/14 financial year. Implement and maintain the consolidated process during the remaining years covered by the plan.

Quarterly review and update the organisation's strategic risk register.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.8.1	Develop and adopt a consolidated process for monitoring legal compliance by the end of the 2013/14 financial year. Implement and maintain the consolidated process during the remaining years covered by the plan.	Annual review of finance policies completed	New indicator				Process developed	Legal compliance managed in accordance with process	Legal compliance managed in accordance with process
4.8.2	Quarterly review and update the organisation's strategic and provincial risk register	20 quarterly reviews	New indicator			4 quarterly reviews	4 quarterly reviews	4 quarterly reviews	4 quarterly reviews

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 4.8		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.8.1	Develop and adopt a consolidated process for monitoring legal compliance by the end of the 2013/14 financial year. Implement and maintain the consolidated process during the remaining years covered by the plan.	New indicator				Process developed	Legal complian ce managed in accordan ce with process	Legal complian ce managed in accordan ce with process
4.8.2	Quarterly review and update the organisation's strategic and provincial risk register	New indicator			4	4	4	4

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.8		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
4.8.1	Develop and adopt a consolidated process for monitoring legal compliance by the end of the 2013/14 financial year. Implement and maintain the consolidated process during the remaining years covered by the plan.	Annually	Approved			Process developed	Process approved
4.8.2	Quarterly review and update the organisation's strategic and provincial risk register	Quarterly	4	1	1	1	1

7.9 Strategic Objective 4.9 linked to Strategic Goal 4

Maintain sound industrial relations

(i) Strategic objective statement

Annually review the industrial relations policy framework in consultation with relevant stakeholders (staff, unions)

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.9	Annually review the industrial relations policy framework in consultation with relevant stakeholders (staff, unions)	Annual review of framework completed	New indicator			1 review completed	1 review complet ed	1 review complet ed	1 review complet ed

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 4.9		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.9.1	Annually review the industrial relations policy framework in consultation with relevant stakeholders (staff, unions)	New indicator			1 review completed	1 review complete d	1 review complete d	1 review complete d

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.9		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
4.9.1	Annually review the industrial relations policy framework in consultation with relevant stakeholders (staff, unions)	Annually	Annual review completed		Annual review complete d		

7.10 Strategic Objective 4.10 linked to Strategic Goal 4

Strive to comply with national climate change policies (preserving the environment)

(i) Strategic objective statement

Develop a green friendly culture by encouraging the frugal use of resources by means of policy development and awareness sessions in the period covered by the strategic plan.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.10	Develop green policy and hold awareness sessions over the period covered by the strategic plan	Policy development and awareness sessions (4)	New indicator				Policy develop ed	1 awarene ss session	1 awarene ss session

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 4.10		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.10.1	Developed and approved green policy in 2013/14 and hold awareness sessions in the remaining two years of the MTEF	New indicator				Policy develope d and approved	1 awarene ss session	1 awarene ss session

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.10		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
4.10.1	Develop and approve green policy and hold awareness sessions	Annually	Developed and approved policy				Policy approved

7.11 Strategic Objective 4.10 linked to Strategic Goal 4

Provide and maintain adequate office infrastructure to enable a safe, secure and functional working environment.

(i) Strategic objective statement

Annually review and implement the facilities management plans and contracts.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performanc e 2012/13	Medium-term targets		
			2009/1 0	2010/1 1	2011/1 2		2013/1 4	2014/1 5	2015/1 6
4.11.1	Number of accommodation contract validity reviews per annum	20	New indicator				4	4	4
4.11.2	Number of security contract validity reviews per annum	20	New indicator				4	4	4
4.11.3	Number of vehicles replaced per annum	283	New indicator				20	20	203
4.11.4	Number of vehicles disposed of per annum	260	New indicator				20	20	180

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 4.11		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.11.1	Number of accommodation contract validity reviews per annum	New indicator				4	4	4

Performance indicators – medium term targets for strategic objective 4.11		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.11.2	Number of security contract validity reviews per annum	New indicator				4	4	4
4.11.3	Number of vehicles replaced per annum	New indicator				20	20	203
4.11.4	Number of vehicles disposed of per annum	New indicator				20	20	180

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.11		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
4.11.1	Number of accommodation contract validity reviews per annum	Quarterly	4 reviews	1 review	1 review	1 review	1 review
4.11.2	Number of security contract validity reviews per annum	Quarterly	4 reviews	1 review	1 review	1 review	1 review
4.11.3	Number of vehicles replaced per annum	Annually	47		20		
4.11.4	Number of vehicles disposed of per annum	Annually	9	20			

7.12 Strategic Objective 4.12 linked to Strategic Goal 4

Provide and maintain a stable, secure and scalable ICT environment that meets the functional needs of the Electoral Commission

(i) Strategic objective statement

Review annually the ICT plan and, to achieve 97% up time on network and application system availability per annum over the period of the strategic plan.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.12	Annually review the ICT strategy and plan and achieve 97% up time on network and application system availability over the period covered by the strategic plan.	97% up time on network and application system availability.	97%	97%	97%	97%	97%	97%	97%

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 4.12		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
4.12.1	ICT strategy plan in place by 31 December 2014 with annual reviews in the remainder of the MTEF	-	-	-	Review plan by 31 March 2014	Review plan by 31 March 2014	Review plan by 31 March 2015	Review plan by 31 March 2016
4.12.2	Annual % network and application systems availability (system generated report available)	97%	97%	97%	97%	97%	97%	97%

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 4.12		Reporting period (Quarterly / Biannually / Annually)	Annual target 2013/14	Quarterly targets			
				1st	2nd	3rd	4th
4.12.1	ICT infrastructure plan in place by 31 December 2014	Annually	Review plan by 31 December 2014			Reviewed plan	
4.12.2	Annual % network and application systems availability (system generated report available)	Quarterly	97%	97%	97%	97%	97%

7.13 Reconciling performance targets with the Budget and MTEF

SUMMARY REPRIORITISED PROGRAMME 4

Sub-programmes (R'000)	Audited Outcome		Actual	Current	2012 MTEF		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
1 Budgets, Compliance Verification & Party Funding	43	71	77	133	134	141	140
2 Financial Services	5,404	9,843	5,027	972	2,877	3,799	3,009
3 Financial Management	5,766	7,990	7,459	6,373	7,836	8,572	8,197
4 Procurement & Asset Management	2,839	3,297	3,498	3,136	4,098	3,767	4,287
5 Human Resources	432,506	487,543	604,092	378,950	654,803	784,874	694,609
6 Skills Development & Training	10,852	37,105	20,588	10,474	45,628	36,125	48,145
7 Support Services	41,888	108,433	92,268	64,586	77,386	71,809	62,610
8 Business Enterprise Systems	76,801	56,712	74,845	32,315	71,559	66,066	77,931
9 Information Communication Technology	20,199	14,247	14,717	24,204	32,055	26,695	28,734
10 IT Operations Services	60,464	124,781	103,103	64,999	81,432	77,709	96,137
TOTAL FOR SUB-PROGRAMMES	**656,762**	**850,022**	**925,674**	**586,142**	**977,808**	**1,079,557**	**1,023,799**

Economic classification

Current payments							
Compensation of employees	290,013	366,492	375,664	361,142	546,820	534,069	597,257
Goods and services	350,226	363,598	486,666	199,398	382,474	534,260	412,176
Interest and rent on land	476	377	327				

Payments for capital assets							
Buildings and other fixed structures	5	10	799	1,330	5,803	21	31
Machinery and equipment	11,774	85,490	58,988	13,783	40,905	11,030	12,308
Software and other intangible assets	4,268	34,055	3,230	10,489	1,806	177	2,027
SUB-TOTAL	**656,762**	**850,022**	**925,674**	**586,142**	**977,808**	**1,079,557**	**1,023,799**

7.14 Performance and expenditure trends

Budget allocation under this programme is directed at supporting the core business of the Electoral Commission. Over the 2013 MTEF R1.6 billion has been allocated to the compensation of employees, R1.4 billion to goods and services and R39.6 million to capital assets.

Over and above the normal inflationary adjustments, goods and services under this programme increase during election periods, mainly as a result of increased staff training activities and the sourcing of professional services in the ICT unit.

Approximately 66,000 staff are appointed at voting stations for each national registration drive and approximately 216,000 staff on Election Day. These temporary staff, working at voting stations during registration and election periods, are remunerated under the economic classification of goods and services for their subsistence and travel.

The increase in baseline allocations in respect of the compensation of permanent employees is mainly due to annual salary increases. Costing of remuneration of employees include salary packages, reimbursive travel claims, cell phone allowance, overtime and employer contributions. All permanent staff costs of the Electoral Commission are reflected under this programme.

129 full-time staff members are responsible for performance delivery on national level. Approximately 66,000 staff are appointed at voting stations for each national registration drive and approximately 216,000 staff on Election Day. The staff structure is also

expanded during election periods with between 4,000 and 5,000 staff to assist with logistical arrangements.

The rapidly changing socio-political environment (as described in section 5) might have an impact over the five year period on resources in the following areas relating to this programme, namely:

a)   strengthening of permanent and temporary capacity at election times at municipal level to avoid logistical difficulties in view of diminishing municipal support; and

b)   paying tariffs which commensurate with the realities of attracting a more mature and experienced Election Day staff complement.

Training of electoral staff, especially around special voting processes and procedures has been identified as an area which will have to be substantially improved before the 2014/15 elections. A review of the service delivery model for outreach in 2012 has resulted in the creation of 52 permanent SAO posts across the country. The aim of these posts is to provide permanent capacity to revitalise the schools outreach programme and to provide permanent training capacity to ensure that we engage more regularly and effectively with presiding and deputy presiding officers to enhance their understanding and skills in addressing issues that may arise on Election Day and during by-elections. The need to develop modular training and ensure that we facilitate sustainable skills development to enhance the professionalism of Election Day staff was a key outcome of Vision 2018.

This, coupled with the need for ICT systems which continue to facilitate transparency in electoral processes, will have an impact on the activities and resources of this programme.

8. **PROGRAMME 5** GOVERNANCE AND INTERNATIONAL LIAISON *(includes the key activities of the Commissioners, Commission Services, and the Office of the CEO, including Internal Audit)*

Programme 5 focusses on strengthening institutional governance by:

a) refining institutional governance arrangements (including the Commission's structures and committees);

b) exercising oversight: monitoring, evaluation and support.

In this programme Commission Services provides oversight in respect of the activities of the organisation and facilitates the promotion of the principles of peaceful, free and fair elections. The Electoral Commission observes elections and provides technical election support when requested to do so on the African continent and beyond.

The Office of the Chief Electoral Officer is also reported under Programme 5 and monitors the implementation of and adherence to the Commission's strategic priorities and organisational policies. Furthermore, this office ensures the achievement of goals and objectives to improve the effective and efficient functioning of the Electoral Commission.

There are 13 permanent personnel in these units who provide support in achieving the strategic goal and objectives of this programme.

8.1 Strategic Objective 5.1 linked to Strategic Goal 5

Refine institutional governance arrangements (including the Commission's structures and committees)

(i) Strategic objective statement

Establish 6 governance committees to meet at least once a quarter and to perform a review of the effectiveness of each committee in line with the requirements of each committee's terms of reference

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
5.1	Establishing 6 governance committees to operate over the period of the strategic plan	6	New indicator				6		

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets for strategic objective 5.1		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
5.1.1	Number of governance committees established in 2013/14	New indicator				6		
5.1.2	Number of governance committees meetings per annum	New indicator			90	90	90	90
5.1.3	Number of annual reviews of the effectiveness of governance committees completed	New indicator			6	6	6	6

15 February 2013

Performance indicators – medium term targets for strategic objective 5.1		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
5.1.4	Number of Commission meetings per annum	New indicator			11	11	11	11

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 5.1		Reporting period (Quarterly / Biannually / Annually)	Annual target 2012/13	Quarterly targets			
				1st	2nd	3rd	4th
5.1.1	Number of governance committees established in 2013/14	Quarterly	6	6	-	-	-
5.1.2	Number of governance committees meetings per annum	Quarterly	90	24	24	18	24
5.1.3	Number of annual reviews of the effectiveness of governance committees completed	Annually	6	-	-	-	6
5.1.4	Number of Commission meetings per annum	Quarterly	11	4	4	3	4

8.2 Strategic Objective 5.2 linked to Strategic Goal 5

Exercising oversight (monitoring, evaluation and support) by ensuring the implementation of the Electoral Commission's strategic goals and objectives, aligned with the corresponding budget allocation

(i) Strategic objective statement

Monitor the achievement of strategic objectives as set out in this plan on a quarterly and annual basis.

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
5.2	Improve efficiency and effectiveness through the active monitoring of the achievement of strategic objectives as set out in this plan on a quarterly and annual basis by means of review of quarterly performance reports.	20 quarterly reports reviewed	4	4	4	4	4	4	4

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets strategic objective 5.2		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
5.2.1	Number of quarterly reports reviewed per annum	4	4	4	4	4	4	4
5.2.2	Number of Annual Reports reviewed	1	1	1	1	1	1	1

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 5.2		Reporting period (Quarterly / Biannually / Annually)	Annual target 2012/13	Quarterly targets			
				1st	2nd	3rd	4th
5.2.1	Number of quarterly reports reviewed per annum	Quarterly	4	1	1	1	1
5.2.2	Number of Annual Reports reviewed.	Annual	1		1		

8.3 Strategic Objective 5.3 linked to Strategic Goal 5

Exercising oversight: monitoring, evaluation and support by provision of assurance and value adding oversight

(i) Strategic objective statement

Provide independent, objective assurance and value adding advisory services by implementing the approved risk based annual internal audit plan

(ii) Overall strategic objective target

Strategic objective		Strategic Plan target	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
5.3	Provide independent, objective assurance and value adding advisory services by implementing the approved risk based annual internal audit plan	5 RBIAPs	5	5	5	5	5	5	5

(iii) Performance indicators and annual targets for 2014

Performance indicators – medium term targets strategic objective 5.3		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
5.3.1	Number of risk based annual internal audit plans approved	1	1	1	1	1	1	1
5.3.2	Number of quarterly progress reports per annum reviewed by the Audit Committee	4	4	4	4	4	4	4

(iv) Quarterly targets for 2014

Quarterly targets iro performance indicators for strategic objective 5.3		Reporting period (Quarterly / Biannually / Annually)	Annual target 2012/13	Quarterly targets			
				1st	2nd	3rd	4th
5.3.1	Number of risk based annual internal audit plans approved	Annually	1				1
5.3.2	Number of quarterly progress reports per annum reviewed by the Audit Committee	Quarterly	4	1	1	1	1

8.4 Reconciling performance targets with the Budget and MTEF

SUMMARY REPRIORITISED PROGRAMME 5

Sub-programmes (R'000)	Audited Outcome		Actual	Current	2012 MTEF		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Commission Services	2,922	2,760	7,138	5,976	3,540	5,122	3,682
CEO Office	819	1,153	1,012	1,734	2,136	2,308	2,201
Internal Audit	8,393	8,404	9,296	8,093	10,055	11,146	10,518
TOTAL FOR SUB-PROGRAMMES	12,134	12,317	17,446	15,803	15,731	18,576	16,401
Economic classification							
Current payments							
Compensation of employees	76	150	240	318	234	104	245
Goods and services	12,058	12,167	17,206	15,485	15,497	18,472	16,156
SUB-TOTAL	12,134	12,317	17,446	15,803	15,731	18,576	16,401

8.5 Performance and expenditure trends

Over the 2013 MTEF R50.1 million has been allocated to this programme, mainly in respect of goods and services.

Expenditure peaks during an election year when international observer missions are hosted by Commission Services and workshops are conducted by the CEO to assess the organisation's readiness to conduct elections and to intervene where necessary. Debriefing workshops are also conducted within three to four months after an election to ensure that lessons learned are fully recorded to ensure that corrective action is taken before the next round of elections.

There are 7 full-time staff members in Commission Services, three full-time Commissioners and two part-time Commissioners who are responsible for oversight, monitoring evaluation and support.

Eight full-time staff members (inclusive of Internal Audit) are responsible for performance delivery in the Office of the CEO.

The vision of the newly appointed Commission had been incorporated not only in this programme but also in the strategic plan as a whole.