



SOUTH AFRICA

ELECTORAL COMMISSION

Annual Performance Plan 2015 Technical Indicator Descriptions



ELECTORAL COMMISSION

Annual Performance Plan 2015

Technical Indicator Descriptions

The Electoral Commission is pleased to present its technical indicator descriptions for the following programmes of its 2015 Annual Performance Plan, as required by National Treasury:

- Programme 1: Administration
- Programme 2: Electoral Operations
- Programme 3: Outreach

The Annual Performance Plan details the specific performance targets that the Electoral Commission aims to achieve in a specific budget year and the next two years of the Medium-Term Expenditure Framework (MTEF), in pursuit of strategic outcomes oriented goals and objectives set out in its Strategic Plan.

The Annual Performance Plan presents the institution's programme performance indicators together with targets. Technical indicator descriptions are used to measure performance in relation to key planning concepts.

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.1.1
Indicator title	Number of governance committees meetings held per annum
Short definition	<p>This indicator records the number of Commission governance committee meetings held in any year. Relevant governance Committees of the Commission for this indicator are as follows:</p> <ul style="list-style-type: none"> • Elections Management • Finance, Risk and Compliance • Governance and Ethics • Human Resources Governance • Outreach, Communications and International Relations • Research, Knowledge Management and Publications
Purpose/importance	Governance committees of the Commission are one of the mechanisms whereby the Commissioners exercise their oversight role by monitoring, evaluating and provide leadership in respect of the activities of the Electoral Commission and ensuring the implementation of the Electoral Commission's core mandate, strategic goals and objectives
Source/collection of data	Governance committee minutes
Method of calculation	Each signed relevant committee meeting minute counts as a single instance in the achievement of the target
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The indicator monitors the level of oversight; a higher number of committee meetings mean more oversight.
Indicator responsibility (achievement)	Members of the Commission who chair committee meetings
Indicator responsibility (collation and quality assurance)	Manager: Commission Services

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.1.2
Indicator title	Number of Commission meetings held per annum
Short definition	This indicator records the number of Commission meetings held in any year
Purpose/importance	Commission meetings are one of the mechanisms whereby the Commissioners exercise their oversight role by monitoring, evaluating and supporting the activities of the Electoral Commission and ensuring the implementation of the Electoral Commission's core mandate, strategic goals and objectives
Source/collection of data	Commission meeting minutes
Method of calculation	Each signed Commission meeting minute counts as a single instance in the achievement of the target
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The indicator monitors the level of oversight; a higher number of meetings means more oversight.
Indicator responsibility (achievement)	The Chairperson of the Commission
Indicator responsibility (collation and quality assurance)	Manager: Commission Services

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.1.3
Indicator title	Number of quarterly reports per annum reviewed by the Chief Electoral Officer (CEO)
Short definition	This indicator records the number of quarterly reports on the achievement of strategic objectives reviewed by the CEO for possible corrective action if and where necessary
Purpose/importance	Quarterly reports are the mechanisms whereby the administration of the Electoral Commission reports on progress in achieving the organisation's strategic goals and objectives.
Source/collection of data	Quarterly reports signed by the CEO
Method of calculation	Each quarterly report reviewed and signed by the CEO for the year under review counts towards the achievement of the objective, notwithstanding the fact that the final quarter's report will be presented in the following financial year.
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The indicator monitors the level of oversight; a higher number of reports means more oversight.
Indicator responsibility (achievement)	Chief Electoral Officer
Indicator responsibility (collation and quality assurance)	Manager: Office of the Chief Electoral Officer

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.1.4
Indicator title	Number of Annual Reports published and tabled in Parliament each year
Short definition	This indicator records the number of Annual Reports (inclusive of the achievement of strategic objectives) reviewed by the Commission and tabled in Parliament
Purpose/importance	The annual report is the mechanism whereby the administration of the Electoral Commission reports on outcomes in terms of the achievement of the annual performance plan and the performance indicators and targets
Source/collection of data	Parliamentary order paper Printed Annual Report
Method of calculation	The annual report submitted for the year under review counts towards the achievement of the objective, notwithstanding the fact that it will be presented in the following financial year.
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	There can only be one annual report
Indicator responsibility (achievement)	Chief Electoral Officer
Indicator responsibility (collation and quality assurance)	Manager: Office of the Chief Electoral Officer

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.2.1
Indicator title	Average number of risk based annual internal audit plans approved by the Audit Committee each year.
Short definition	This indicator records the number of annual risk based internal audit plans approved by the Audit Committee each year.
Purpose/importance	The risk based internal audit plan indicates the annual scope of internal audit assurance to be provided each year in respect of governance, risk management, information systems, integrity of financial information, effectiveness of operations, reliability of operational information, safeguarding of assets, compliance with laws, regulations and controls, within the Electoral Commission.
Source/collection of data	Approved risk based annual internal audit plan Signed Audit Committee meeting minutes where plan was approved.
Method of calculation	The risk based annual internal audit plans approved for the year under review counts towards the achievement of the objective, notwithstanding the fact that it will be presented in the preceding financial year and/or may be updated during the course of the year.
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	There can only be one annual risk based internal audit plan
Indicator responsibility (achievement)	Chief Audit Executive
Indicator responsibility (collation and quality assurance)	Chief Audit Executive

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.2.2
Indicator title	Average number of quarterly internal audit progress reports per annum prepared by the Chief Audit Executive and reviewed by the Audit Committee each year
Short definition	This indicator records the number of quarterly internal audit progress reports per annum prepared by the Chief Audit Executive and reviewed by the Audit Committee each year
Purpose/importance	Quarterly reports are the mechanisms whereby the Chief Audit Executive of the Electoral Commission reports on progress in achieving the risk based internal audit plan.
Source/collection of data	Quarterly internal audit progress reports Signed Audit Committee meeting minutes where quarterly reports tabled.
Method of calculation	Each quarterly report submitted for the year under review counts towards the achievement of the objective, notwithstanding the fact that the final quarter's report will be presented in the following financial year.
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The indicator monitors the level of oversight of the Electoral Commission; a higher number of reports means more oversight.
Indicator responsibility (achievement)	Chief Audit Executive
Indicator responsibility (collation and quality assurance)	Chief Audit Executive

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.2.3
Indicator title	Quarterly review and update of the Electoral Commission's strategic risk register by the Executive Risk Management Committee.
Short definition	This indicator records the number of quarterly reviews and updates of the strategic risk register by the Executive Risk Management Committee.
Purpose/importance	Risk is inherent in the Electoral Commission's business and needs to be managed effectively via an on-going process for identifying, evaluating and managing significant threats and opportunities to ensure that any election is free and fair and that strategic objectives are met.
Source/collection of data	Strategic Risk Registers and signed minutes of the Executive Risk Management Committee.
Method of calculation	Each Quarterly Strategic Risk Register for the year under review counts towards the achievement of the objective, notwithstanding the fact that the final quarter's register will be presented in the following financial year.
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The indicator monitors the level of oversight; a higher number of Strategic Risk Registers means more oversight.
Indicator responsibility (achievement)	Chief Risk Officer
Indicator responsibility (collation and quality assurance)	Chief Risk Officer

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.3.1
Indicator	Number of permanent staff positions filled per annum
Short definition	The total number of filled positions achieved during the year on a pro rata basis. The target is 90% (980 positions) of the approved organogram on a pro rata basis.
Purpose/importance	Provision, development and retention of competent and skilled human resources are critical for delivery of the legislative mandate and achievement of the strategic objectives.
Source/collection of data	SAP personnel records
Method of calculation	A post filled for the full year counts as one full post, posts filled for part of the year count pro rata, (i.e. a post filled for half a year counts as half a post.)
Data limitations	The accuracy of the headcount depends on the reliability of the SAP records maintained at National Office
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Increase in number of filled posts means that the Electoral Commission is better resourced to deliver on its mandates.
Indicator responsibility (achievement)	Senior Manager: Human Resources and Support Services
Indicator responsibility (collation and quality assurance)	Senior Manager: Human Resources and Support Services

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.3.2
Indicator	Number of bursaries awarded per annum
Short definition	Number of bursaries awarded to qualifying staff per annum
Purpose/importance	Provision, development and retention of competent and skilled human resources are critical for delivery of the legislative mandate and achievement of the strategic objectives.
Source/collection of data	Bursary contracts
Method of calculation	Bursaries awarded for any number of modules for the same qualification count as one award. A second award to an individual for a different qualification counts as an additional award.
Data limitations	The accuracy of the count depends on the reliability of the bursary contract filing system. This will be reconciled to the payments made in SAP in the relevant GL account.
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Increase in the number of bursaries means that more staff are developed or that staff are better equipped to perform their duties
Indicator responsibility (achievement)	Senior Manager: Human Resources and Support Services
Indicator responsibility (collation and quality assurance)	Senior Manager: Human Resources and Support Services

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.3.3
Indicator	Number of internal and external short courses or other exposure opportunities afforded to permanent members of staff per annum.
Short definition	Number of internal and external short courses or other exposure opportunities afforded to permanent members of staff per annum.
Purpose/importance	Provision, development and retention of competent and skilled human resources are critical for delivery of the legislative mandate and achievement of the strategic objectives.
Source/collection of data	Attendance registers for internal courses, and proof of registration for external courses.
Method of calculation	Each course or workshop attended counts as a single instance, thus it is possible for a staff member to count more than once in any financial year.
Data limitations	The accuracy of the count depends on the collation of information on workshops held outside of the Training Department. Copies of attendance registers for all workshops held across the organisation need to be collated by the Training Department.
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increase in the number of exposures means that more staff are developed or that staff are better equipped to perform their duties
Indicator responsibility (achievement)	Senior Manager: Human Resources and Support Services
Indicator responsibility (collation and quality assurance)	Senior Manager: Human Resources and Support Services

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.3.4
Indicator	Extent of compliance with performance management system as evidenced by the existence of performance agreements and performance assessments for each year covered by the relevant Annual Performance Plan.
Short definition	Extent of compliance with performance management system as evidenced by the existence of performance agreements and performance assessment for each year covered by the relevant Annual Performance Plan.
Purpose/importance	Provision, development and retention of competent and skilled human resources are critical for delivery of the legislative mandate and achievement of the strategic objectives.
Source/collection of data	Performance agreements and performance assessments held at National Office
Method of calculation	<p>Staff that are not eligible or able to complete the agreement or assessment (for example, staff unavailable due to long term sick leave) are not counted as being a reduction in the achievement of this target.</p> <p>Each performance agreement completed for each permanent employee and each performance assessment moderated counts towards the target. Each performance agreement submitted by 1 April of the year under review and each performance assessment completed by 31 May of the following year counts towards the achievement of the objective.</p>
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	100% completion of agreements and assessments is desired.
Indicator responsibility (achievement)	Senior Manager: Human Resources and Support Services
Indicator responsibility (collation and quality assurance)	Senior Manager: Human Resources and Support Services

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.4.1
Indicator	Achieve an unqualified audit report on the annual financial statements each year
Short definition	Achieve an unqualified audit report on the annual financial statements each year
Purpose/importance	An unqualified audit provides evidence that the Electoral Commission as an organisation is accountable.
Source/collection of data	Audit report from the Auditor General
Method of calculation	Audit opinion expressed by the Auditor General
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	A clean audit report is desired.
Indicator responsibility (achievement)	Chief Financial Officer, and all senior managers and staff within the Electoral Commission that have a role in the finance function.
Indicator responsibility (collation and quality assurance)	Chief Financial Officer

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.4.2
Indicator	12 Management accounts per annum prepared and submitted to the Accounting Officer.
Short definition	Management accounts (being the monthly expenditure statements indicating actual spend against budget) are prepared, reviewed by the Chief Financial Officer and submitted to the Accounting Officer for consideration.
Purpose/importance	Expenditure provides an indicator in respect of the achievement of service delivery targets, as well as financial control. Underspends may reflect the fact that projects are delayed, overspends may indicate possible lack of financial controls
Source/collection of data	Management accounts files in the office of the Chief Financial Officer
Method of calculation	Management accounts considered and signed by the Accounting Officer. Management accounts prepared the year under review count towards the achievement of the objective, notwithstanding the fact that the final month's management accounts will be presented in the following financial year.
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	12 is the maximum number achievable.
Indicator responsibility (achievement)	Chief Financial Officer
Indicator responsibility (collation and quality assurance)	Chief Financial Officer

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.5.1
Indicator	Annual % network and application systems availability (system generated report available)
Short definition	The Electoral Commission's network connects the national office, disaster site, 9 provincial offices, 10 warehouses and 234 municipal offices and sub-municipal offices and provides all staff members access to the electoral, financial and management systems required for the effective functioning of the organisation.
Purpose/importance	To ensure the cost effectiveness and technology efficiency of the ICT infrastructure that plays a fundamental role in the delivery of free and fair elections.
Source/collection of data	The following monitoring systems, namely, Nagios, Cacti and Operations Manager, are used to electronically collect performance and availability data.
Method of calculation	The percentage up time is calculated using two primary factors, i.e. network and server availability. The network and server figures are calculated by aggregating the daily availability figures (received from the monitoring tools for each site) on weekdays and between business hours of 8:00 to 17:00.
Data limitations	Power failure at any office and service provider issues w.r.t communication lines (e.g. cable theft or router failure) will affect the availability figures.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher than targeted performance is desirable
Indicator responsibility (achievement)	Chief Information Officer
Indicator responsibility (collation and quality assurance)	Chief Information Officer

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Technical indicator descriptions – Programme 1: Administration

Indicator number	1.5.2
Indicator	Upgrade IT hardware and platform on a five year cycle as per the approved ICT strategy and plan (Phase 1) by 31 March 2017
Short definition	The Electoral Commission's ICT strategy includes a review and upgrade of the hardware and software platforms every 5 years.
Purpose/importance	To ensure the cost effectiveness and technology efficiency of the ICT infrastructure that plays a fundamental role in the delivery of free and fair elections.
Source/collection of data	Upgrade performed or not. Procurement records.
Method of calculation	Rolled out hardware with the new software platform at all sites every 5 years.
Data limitations	Power failure at any office and service provider issues w.r.t communication lines (e.g. cable theft or router failure) will affect the availability figures.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual (5 Year cycle)
New indicator	Yes
Desired performance	5 year refresh is desired
Indicator responsibility (achievement)	Chief Information Officer
Indicator responsibility (collation and quality assurance)	Chief Information Officer

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.1.1
Indicator title	Average number of calendar days in which elections are conducted from date of vacancy.
Short definition	Measures the time in which elections need to be conducted as prescribed by law from the date of a vacancy.
Purpose/importance	By law elections need to be conducted within 90 calendar days from the date of the end of term of office or a ward vacancy arising.
Source/collection of data	<p>For general elections: the date of the previous general election as per the election timetable, and the notice proclaiming the date of the general election.</p> <p>For by-elections, the letter from the relevant municipal manager informing the Electoral Commission of a ward vacancy, and the notice proclaiming the by-election. Also for by-elections, ward vacancy details are recorded in the candidate nomination system (CNS), which generates a list of ward vacancies for each by-election timetable.</p> <p>If a competent legal authority orders a postponement, the period of the postponement is excluded from the count.</p>
Method of calculation	<p>For general elections, a count of the number of calendar days from the election date as per the previous election timetable to the date on which the election is held. For general elections the 90 day count commences from the day following the date of the previous general election – plus the end of the 5 year term of office. For by-elections, an average of the count of the number of calendar days from the date on the letter from the relevant municipal manager informing the Electoral Commission of a ward vacancy is received to the date on which the election is held</p> <p>For by-elections, the 90 day count commences from the date on the letter from the municipal manager declaring a ward vacancy and ends on the date of the ward by-election.</p> <p>If a competent legal authority orders a postponement, the period of the postponement is excluded from the count.</p>
Data limitations	<p>The Electoral Commission is dependent on the President of the Republic proclaiming an election date within the 90 day period.</p> <p>The Electoral Commission is dependent on municipal managers informing the Electoral Commission of the existence of ward vacancies, as well as the relevant MEC for local government proclaiming the date of the ward by-election within 90 calendar days.</p>
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly

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Technical indicator descriptions – Programme 2: Electoral Operations

New indicator	No
Desired performance	Performance that is lower than target is desirable since elections must, by law, be conducted within 90 calendar days
Indicator responsibility (achievement)	The Commission for NPE 2014 and the Senior Manager: Electoral Management for by-elections
Indicator responsibility (collation and quality assurance)	Senior Manager: Electoral Matters

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.1.2
Indicator title	Average number of calendar days in which to replace PR seat vacancies
Short definition	Measures the number of calendar days as prescribed by law in which the PR vacancy needs to be filled, from the date of vacancy.
Purpose/importance	Whenever a councillor elected from a party list ceases to hold office, the Municipal Manager must, within 7 days of the vacancy, inform the Chief Electoral Officer (CEO). The CEO must declare the appointment in writing of the name of the person at the top of the applicable party list. The party may supplement, change or increase its party list by no later than 21 days after the councillor has ceased to hold office. The vacancy must be filled as soon as the party has supplemented, changed or increased its list but not later than 14 days after expiration of the 21 day period.
Source/collection of data	Letter from the Municipal Manager informing the CEO of the PR vacancy as recorded in the register
Method of calculation	Count from the date of receipt of the Municipal Manager's letter informing the CEO of the PR vacancy. The date of receipt of the municipal manager's letter is included in the count. The date of issue of the letter from the Commission is excluded from the count.
Data limitations	Dependent on the Municipal Manager's letter to the CEO informing the Electoral Commission of the vacancy and the supporting documentation i.e. the letter of resignation, death certificate or submitted revised party list.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance that is equal to, or lower than the number of days prescribed by the law is desired.
Indicator responsibility (achievement)	Senior Manager: Electoral Matters
Indicator responsibility (collation and quality assurance)	Senior Manager: Electoral Matters

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.1.3
Indicator title	Number of calendar days in which election results for each election are announced by the Electoral Commission
Short definition	Number of calendar days in which election results are announced by the Electoral Commission
Purpose/importance	The law requires that the Electoral Commission announce and publish election results within 7 calendar days after voting day.
Source/collection of data	Date-stamped print out of report from results system of election results being publicly available.
Method of calculation	Count of number of calendar days from the date of election to date of election results being publicly available via the Electoral Commission's Results System
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance that is lower than target is desirable since results must, by law, be announced within 7 calendar days
Indicator responsibility (achievement)	Senior Manager: Electoral Matters
Indicator responsibility (collation and quality assurance)	Senior Manager: Electoral Matters

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.1.4
Indicator title	Number of elections set aside in each year covered by this plan
Short definition	Counts the number of elections that are set aside by a court of law.
Purpose/importance	Counts the number of elections that are set aside by a court of law owing to the court ruling on an irregularity related to the election
Source/collection of data	Copy of court order kept on file.
Method of calculation	<p>Incidences of an election (including by elections) being set aside by a court of law within the financial year. No elections having been set aside indicates the achievement of the target.</p> <p>The election is deemed to be set aside on the date of the court ruling, thus elections held in a previous financial year, that were set aside in the current financial year are included in this year's count. Elections held in this financial year that were set aside after the end of the financial year are included in next year's count.</p>
Data limitations	An election may be set aside owing to the actions of stakeholders that are outside of the control of the Electoral Commission, such as political parties or voters.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance that meets target of zero is desirable
Indicator responsibility (achievement)	Senior Manager: Electoral Matters
Indicator responsibility (collation and quality assurance)	Senior Manager: Electoral Matters

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.2.1
Indicator title	Number of registered voters as at 31 March each year.
Short definition	Registered and valid voters on the voters' roll on the last working day of the financial year.
Purpose/importance	The number of registered voters on the voters' roll is a fundamental indicator of the growth and decrease of the voters' roll and hence its comprehensive nature.
Source/collection of data	The Electoral Commission's Voter Registration System (VRS)
Method of calculation	Every current and valid registered voter appearing on the voter's roll is counted once.
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	The indicator is for monitoring the number of current and valid voters on the voters' roll. The aim being to achieve the stated targets which are designed to reflect the fluctuations in voting age population. Numbers higher than the target are desirable
Indicator responsibility (achievement)	Senior Manager: Electoral Matters
Indicator responsibility (collation and quality assurance)	Senior Manager: Electoral Matters

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.2.2
Indicator title	Frequency per annum that voters roll is checked against national population register (NPR) (monthly).
Short definition	Checking of the voters' roll against the NPR on a monthly basis.
Purpose/importance	Legislation requires the CEO maintains the voters' roll. The purpose of the comparison of the voters' roll against the NPR is to eliminate invalid voters and to validate the voters who are eligible, thereby ensuring accuracy.
Source/collection of data	A monthly report is generated after verifying the voters' roll against the National Population Register (NPR) and kept on file
Method of calculation	Each monthly report generated counts as a single instance in the achievement of the target.
Data limitations	Accuracy of the frequency report is dependent on the reliability of database records.
Type of indicator	Input
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	The aim is to ensure the monthly verification of the voter's roll. The target of 12 events is both sufficient and necessary for the desired performance of maintaining the voters' roll.
Indicator responsibility (achievement)	Manager: Business Systems
Indicator responsibility (collation and quality assurance)	Senior Manager: Electoral Matters

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.2.3
Indicator	Procure planned number (38,000) programmable bar code scanner units or equivalent for voter registration on a seven to ten year cycle (Phase 1) by 31 March 2017
Short definition	Procure planned number (38,000) programmable bar code scanner units or equivalent for voter registration on a seven to ten year cycle (Phase 1) by 31 March 2017. Replacement cycle based on projected useful life-span of existing units.
Purpose/importance	To ensure the cost effectiveness and technology efficiency of programmable bar code scanner units that play a fundamental role in the accuracy of the voters' roll and ultimately the delivery of free and fair elections.
Source/collection of data	Replacement performed or not. Procurement records.
Method of calculation	Procurement of planned number of units in 2016/17
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual (7 to 10 year cycle)
New indicator	Yes
Desired performance	7 to 10 year replacement is required
Indicator responsibility (achievement)	Senior Manager: Logistics and Infrastructure
Indicator responsibility (collation and quality assurance)	Senior Manager: Logistics and Infrastructure

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.3.1
Indicator title	Number of contracted voting stations on main registration weekends or general election days in the years where applicable
Short definition	Number of contracted voting stations on main registration weekends or general election days in year where applicable
Purpose/importance	Tracks the contracting and utilisation of voting stations for main electoral events.
Source/collection of data	VSO contract records: Voting stations "opened" reports for electoral events.
Method of calculation	Every Voting District must contain one Voting Station; every Voting District is linked to a main electoral event (national registration weekends or general elections) is counted. In a year where there is more than one event – for example two registration weekends, each voting station is only counted once.
Data limitations	Data reliant on accurate reporting from voting station level.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	100% performance is desired to ensure that voting stations are contracted and made available in support of electoral events
Indicator responsibility (achievement)	Provincial Electoral Officers
Indicator responsibility (collation and quality assurance)	Senior Manager: Logistics and Infrastructure

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.3.2
Indicator title	Number of permanent warehouses; municipalities with local office facilities and full time distribution services available to support electoral events
Short definition	Availability of warehouses / local offices / distribution service providers
Purpose/importance	Tracks the availability of key infrastructure facilities and logistics resources required to support the operations of the Commission
Source/collection of data	Relevant contracts and SLA (service level agreement) documents.
Method of calculation	National warehouse =1 (single) Provincial warehouses = 9 (1 per province) Local Offices = 234 (1 per municipality: excluding metro satellites) Distribution Service Provider = 1 (national contract) A facility that is available for >90% of any year is counted once. Facilities that are available for <90% of any year are not counted.
Data limitations	No data limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% performance is desired to ensure that warehouses, local offices and distribution service providers are planned, sourced and made available in support of business operations
Indicator responsibility (achievement)	Senior Manager: Logistics and Infrastructure
Indicator responsibility (collation and quality assurance)	Senior Manager: Logistics and Infrastructure

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.3.3
Indicator title	Sourced materials requirement plan (MRP) and bill of material (BOM) for each main electoral event (i.e. NPE and LGE).
Short definition	Sourced MRP and BOM in accordance with PPPFA & election timelines
Purpose/importance	Tracks the effective and compliant procurement and distribution of electoral materials and equipment to support the electoral activities of the Commission.
Source/collection of data	Signed off BOMS for every electoral event. Approved MRP quantities / material items Procurement records indicating delivery of required materials before main electoral events
Method of calculation	All items specified in BOMs must be procured in correct MRP quantities, in full compliance with procurement procedures
Data limitations	No data limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	100% performance is desired to ensure that materials and equipment is planned, sourced and distributed in support of electoral events
Indicator responsibility (achievement)	Senior Manager: Logistics and Infrastructure
Indicator responsibility (collation and quality assurance)	Senior Manager: Logistics and Infrastructure

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.4.1
Indicator title	Number of liaison sessions with members of party liaison committee (PLCs) meetings at national (6), provincial (72), and municipal (1,322) levels per annum.
Short definition	Number of liaison sessions/consultations with party liaison members at a national, provincial or municipal level in 2014/15.
Purpose/importance	A count of the number of liaison sessions/consultations to be held at a national, provincial or municipal level with representatives of registered parties to ensure sound relationships.
Source/collection of data	Minutes of the meetings uploaded by national office and provinces into the PLC Document application on the IEC Portal
Method of calculation	Each minuted meeting with the PLC (as constituted in terms of the Act) counts as one liaison sessions held at a national or a provincial or a municipal level.
Data limitations	The accuracy of the count depends on the consistent uploading of PLC minutes as they occur at local, provincial and national levels.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance that is equal to or higher than the target is desirable.
Indicator responsibility (achievement)	Provincial Electoral Officers and Senior Manager: Electoral Matters
Indicator responsibility (collation and quality assurance)	Senior Manager: Electoral Matters

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.4.2
Indicator title	Funding of political parties – number of disbursements to represented parties per annum.
Short definition	Funding of political parties – four disbursements to represented political parties per annum.
Purpose/importance	This indicator evidences the achievement of the legislated mandate of the Represented Political Parties Fund
Source/collection of data	Banking records.
Method of calculation	Each quarterly disbursement to qualifying political parties counts as one, regardless of the number of parties paid. Supplementary payments to parties who qualify after the main disbursement do not count towards achievement of this indicator.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance that is equal to the target is desirable
Indicator responsibility (achievement)	Chief Financial Officer
Indicator responsibility (collation and quality assurance)	Chief Financial Officer

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.5.1
Indicator title	Number of electoral staff recruited and trained per annum.
Short definition	Number of electoral staff recruited and trained per annum.
Purpose/importance	Electoral staff are a critical component of elections delivery
Source/collection of data	Staff members contracted, and whose employment is registered in the Electoral Staff System (ESS)
Method of calculation	<p>Staff are counted as having been recruited and trained when they work at a main electoral event.</p> <p>Each staff member contracted for a registration drive which is made up of two registration weekends is counted once. The average of the two weekend's figures is used where there is a difference in the numbers of staff who work on each weekend.</p> <p>Each staff member who works for the election event is counted once. The number of staff who work on election day is the number counted. Some staff may work for special voting days as well as on election day but these are not counted separately</p>
Data limitations	The accuracy of the count is dependent on the accuracy of ESS data.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Desired level of performance is higher than target
Indicator responsibility (achievement)	Senior Manager: Human Resources and Support Services
Indicator responsibility (collation and quality assurance)	Senior Manager: Human Resources and Support Services

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Technical indicator descriptions – Programme 2: Electoral Operations

Indicator number	2.5.2
Indicator title	Number of fixed term staff appointed (expansion staff) per annum.
Short definition	Number of fixed term staff appointed (expansion staff) per annum. This includes Assistant Project Coordinators and other fixed term expansion staff.
Purpose/importance	Expansion staff are a critical component of elections delivery
Source/collection of data	SAP payroll records
Method of calculation	Each staff member appointed to work in an expansion staff post during the financial year is counted once, regardless of the length of service in that year, however staff who are appointed for periods of less than a month are not counted.
Data limitations	None
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Desired level of performance is higher than target
Indicator responsibility (achievement)	Senior Manager: Human Resources and Support Services
Indicator responsibility (collation and quality assurance)	Senior Manager: Human Resources and Support Services

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Technical indicator descriptions – Programme 2: Outreach

Indicator number	3.1.1
Indicator title	Voter turnout in the National and Provincial elections of 2014 and in the Local Government elections of 2016 as a percentage of registered voters
Short definition	This indicator measures the percentage of registered voters who vote in a national and provincial, or municipal election.
Purpose/importance	This is a measure of participation in electoral processes.
Source/collection of data	Voting statistics and data collated in the results system
Method of calculation	Number of votes cast on election day divided by the number of registered voters on the certified voters roll.
Data limitations	None.
Type of indicator	Outcome.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	This indicator is a measure of the effectiveness of civic and democracy education and communications campaigns. Higher turnout implies more effective campaigns.
Indicator responsibility (achievement)	Although achievement is an indicator of the success of civic and democracy education and communication campaigns, achievement also vests with all staff at the Electoral Commission who facilitate voting on voting day, as well as on a number of factors outside of the control of the Electoral Commission.
Indicator responsibility (collation and quality assurance)	Chief Information Officer

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Technical indicator descriptions – Programme 2: Outreach

Indicator number	3.1.2
Indicator title	Number of civic and democracy education events per annum.
Short definition	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.
Purpose/importance	Voter education events are the mechanism whereby the Electoral Commission communicates democracy and balloting education messages to civil society.
Source/collection of data	Attendance registers, agendas, events programmes, invitations.
Method of calculation	Each event that meets the definition is counted towards achieving the target.
Data limitations	Collation of data is complex and time consuming. An outreach management system is being designed to facilitate aggregation of data, but until this is implemented, reporting requires the collation of manual records.
Type of indicator	Input.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	More events mean that more citizens are informed of their democratic rights and responsibilities.
Indicator responsibility (achievement)	Provincial Electoral Officers.
Indicator responsibility (collation and quality assurance)	Senior Manager: Civic Education, Research & Knowledge Management.

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Technical indicator descriptions – Programme 2: Outreach

Indicator number	3.1.3
Indicator title	Audience reach for televised democracy education content as evidenced by the relevant viewership figures in each year covered by the Annual Performance Plan
Short definition	Average viewership figures provided by our contracted media monitoring agency for televised educational programmes provided by the Electoral Commission.
Purpose/importance	Viewership figures provide an indication of the reach achieved for educational content.
Source/collection of data	Viewership figures provided by our contracted media monitoring agency.
Method of calculation	Calculated as an average of the viewership figures provided per programme broadcast during each financial year.
Data limitations	Accuracy and reliability of the figures provided by the relevant television station
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	A higher viewership figure implies a higher reach and thus is considered more successful.
Indicator responsibility (achievement)	Senior Manager: Civic Education, Research & Knowledge Management.
Indicator responsibility (collation and quality assurance)	Senior Manager: Civic Education, Research & Knowledge Management.

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Technical indicator descriptions – Programme 2: Outreach

Indicator number	3.1.4
Indicator title	Public perceptions of the Electoral Commission as evidenced by the media reports for each year covered by the Annual Performance Plan
Short definition	Overall perception of the Electoral Commission based on media monitoring
Purpose/importance	The tone of media reports (positive, negative and neutral) provide an indication of the overall perception of the Electoral Commission created in the media during the year
Source/collection of data	Monthly media analysis reports from media monitoring service provider
Method of calculation	Analysis of all media reports as positive, negative or neutral resulting in an monthly percentage for each, the reported annual figure will be an average of the 12 monthly figures.
Data limitations	Objectivity/accuracy of the media analysis
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	Yes
Desired performance	A greater percentage of positive media reports versus negative indicates a more positive perception and reputation of the Electoral Commission over time
Indicator responsibility (achievement)	Senior Manager: Communications
Indicator responsibility (collation and quality assurance)	Senior Manager: Communications

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Technical indicator descriptions – Programme 2: Outreach

Indicator number	3.2.1
Indicator title	Rate of spoilt ballots in the National and Provincial elections of 2014, and in the Local Government elections of 2016.
Short definition	Rate of spoilt ballots as a percentage of votes cast in the National and Provincial elections of 2014
Purpose/importance	Spoilt ballots are a measure of the efficacy of balloting education. If there is a sharp increase in spoilt ballots that cannot be attributed to a poor grasp of the correct way of marking the ballot to register a vote, then this can indicate a deliberate intention to spoil a ballot. The latter is typically an expression of discontent with an aspect of the voting process.
Source/collection of data	Voting statistics and data collated in the ICT Department
Method of calculation	Number of spoilt ballots on election day divided by the number of votes cast, expressed as a percentage.
Data limitations	None.
Type of indicator	Outcome.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	Yes.
Desired performance	The rate of spoilt ballots should be below the international norm for spoilt ballots which is 1.6% in each reporting period in national, provincial and local government elections. A lower spoilt ballot rate implies more effective campaigns.
Indicator responsibility (achievement)	Provincial Electoral Officers; Senior Manager: Civic Education, Research & Knowledge Management.
Indicator responsibility (collation and quality assurance)	Chief Information Officer

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Technical indicator descriptions – Programme 2: Outreach

Indicator number	3.3.1
Indicator title	Number of strategic engagements per annum.
Short definition	A strategic partner is a key tactical stakeholder with whom we work collaboratively on an on-going basis and with whom we have established a relationship for a specific purpose/objective.
Purpose/importance	Strategic partners assist in reinforcing our democracy and balloting education messages.
Source/collection of data	Memoranda of understanding with each selected tactical stakeholder.
Method of calculation	Each provincial partnership counts as one partnership, a national partnership that spans all provinces counts as nine partnerships.
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	More strategic partnerships mean more possibilities for reinforcing democracy and balloting education messages.
Indicator responsibility (achievement)	Provincial Electoral Officers; Senior Manager: Civic Education, Research & Knowledge Management.
Indicator responsibility (collation and quality assurance)	Senior Manager: Civic Education, Research & Knowledge Management.

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Technical indicator descriptions – Programme 2: Outreach

Indicator number	3.3.2
Indicator title	Number of meetings with key stakeholders per annum
Short definition	Number of meetings with key stakeholders per annum.
Purpose/importance	The Electoral Commission needs to ensure that its stakeholders understand the electoral management measures put in place to ensure transparency.
Source/collection of data	Meeting requests, agendas or meeting minutes.
Method of calculation	<p>Key stakeholders are defined as the</p> <ol style="list-style-type: none"> 1. Presidency, 2. 9 x Provincial Legislatures, 3. the Minister of Home Affairs, 4. the Minister of Basic Education and 5. 9 x provincial MEC's for local government, 6. Minister of DIRCO, 7. Minister of COGTA and 8. 9 x MEC's for local government, 9. the Minister of Police and 10. 9 x MEC's for safety, 11. the Minister of State Security, 12. the Portfolio Committee on Home Affairs, 13. 13 x leadership of political parties represented in parliament, 14. institutions supporting democracy, 15. the National House of Traditional Leaders and 16. 8 provincial houses of traditional leaders, 17. where relevant, leadership of Non-Governmental Organisations, 18. Higher Education South Africa, 19. SALGA and the 20. MDB. <p>A meeting where at least one Commissioner, the Chief Electoral Officer or a Deputy Chief Electoral Officer is present counts as a single instance in the achievement of the target.</p>
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	More meetings imply greater transparency.

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Technical indicator descriptions – Programme 2: Outreach

Indicator responsibility (achievement)	Chief Electoral Officer, Commissioners.
Indicator responsibility (collation and quality assurance)	Manager: Commission Services and the Manager: Office of the Chief Electoral Officer.

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Technical indicator descriptions – Programme 2: Outreach

Indicator number	3.3.3
Indicator	Number of Interactions / liaisons internationally per annum.
Short definition	Interactions / liaisons internationally per annum through participation in capacity-building initiatives, observing elections, undertaking study tours, hosting international delegations, attending meetings of regional and international bodies, intergovernmental organisations, non-governmental organisations.
Purpose/importance	As the Electoral Commission becomes more experienced in election management, an exercise in the interpretation of the relevant laws, there is room to reflect on what practice is telling us in terms of many aspects of election management and vice versa.
Source/collection of data	Meeting minutes, tour programmes, reports on international visits.
Method of calculation	Each capacity-building initiative, observing of elections, study tour, hosting of an international delegation, attendance at a meeting of regional and international bodies, intergovernmental organisations, non-governmental organisations counts towards achievement of the target. Each visit counts as a single instance regardless of how many persons attend.
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	More meetings imply greater transparency and learning opportunities.
Indicator responsibility (achievement)	Commissioners
Indicator responsibility (collation and quality assurance)	Manager: Commission Services

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Technical indicator descriptions – Programme 2: Outreach

Indicator number	3.4.1
Indicator	The number of research and thought leadership initiatives per annum.
Short definition	The number of research and thought leadership initiatives achieved per annum
Purpose/importance	As the Electoral Commission becomes more experienced in election management, an exercise in the interpretation of the relevant laws, there is room to reflect on what practice is telling us in terms of many aspects of election management and vice versa.
Source/collection of data	<p>A research or thought leadership initiative may be defined as one of the following:</p> <ul style="list-style-type: none"> Seminars/colloquia/conferences to unpack issues with analysts Electoral democracy lectures Briefings with stakeholders Briefings with observers A written opinion piece A research study
Method of calculation	Each initiative counts as a single instance in the achievement of the target
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No, but indicator is redefined
Desired performance	More research or thought leadership projects imply a greater body of knowledge.
Indicator responsibility (achievement)	Senior Manager: Civic Education, Research & Knowledge Management.
Indicator responsibility (collation and quality assurance)	Senior Manager: Civic Education, Research & Knowledge Management.