



ELECTORAL COMMISSION

# TECHNICAL INDICATOR DESCRIPTIONS

for 2015/16

UPDATED



SOUTH AFRICA



## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.1.1
<b>Indicator title</b>	Number of governance committees meetings held per annum
<b>Short definition</b>	<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"> <li>• Elections Management</li> <li>• Finance, Risk and Compliance</li> <li>• Governance and Ethics</li> <li>• Human Resources Governance</li> <li>• Outreach, Communications and International Relations</li> <li>• Research, Knowledge Management and Publications</li> </ul>
<b>Purpose/importance</b>	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
<b>Source/collection of data</b>	<p>Each Governance Committee minute filed at the relevant secretariats of the following committees:</p> <ul style="list-style-type: none"> <li>• Elections Management;</li> <li>• Finance, Risk and Compliance;</li> <li>• Governance and Ethics;</li> <li>• Human Resources Governance;</li> <li>• Outreach, Communications and International Relations; and</li> <li>• Research, Knowledge Management and Publications</li> </ul>
<b>Method of calculation</b>	Each relevant committee meeting minute counts as a single instance in the achievement of the target. Signed and unsigned minutes count towards the achievement of this target. There are 6 governance committees and each committee is to meet at least 9 times per annum.
<b>Data limitations</b>	Minutes are only signed at the next meeting and therefore signed minutes will not always be available at the time of reporting.
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	The indicator monitors the level of oversight; a higher number of committee meetings means more oversight.
<b>Indicator responsibility (achievement)</b>	Members of the Commission who chair committee meetings
<b>Indicator responsibility (collation and quality assurance)</b>	Manager: Commission Services

## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.1.2
<b>Indicator title</b>	Number of Commission meetings held per annum
<b>Short definition</b>	This indicator records the number of Commission meetings held in any year
<b>Purpose/importance</b>	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
<b>Source/collection of data</b>	Commission meeting minutes filed at Commission Services
<b>Method of calculation</b>	Each Commission meeting minute counts as a single instance in the achievement of the target. Signed and unsigned minutes count towards the achievement of this target. The Commission is to meet at least 9 times per annum.
<b>Data limitations</b>	Minutes are only signed at the next meeting and therefore signed minutes will not always be available at the time of reporting.
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	The indicator monitors the level of oversight; a higher number of meetings means more oversight.
<b>Indicator responsibility (achievement)</b>	The Chairperson of the Commission
<b>Indicator responsibility (collation and quality assurance)</b>	Manager: Commission Services

## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.1.3
<b>Indicator title</b>	Number of quarterly reports per annum reviewed by the Chief Electoral Officer (CEO) within 30 days after the start of the next quarter
<b>Short definition</b>	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
<b>Purpose/importance</b>	Quarterly reports are the mechanisms whereby the administration of the Electoral Commission reports on progress in achieving the organisation's strategic goals and objectives.
<b>Source/collection of data</b>	Quarterly reports signed by the CEO and filed in the Office of the CEO
<b>Method of calculation</b>	Each quarterly report reviewed and signed by the CEO <a href="#">forduring</a> the year under review counts towards the achievement of the objective, notwithstanding the fact that the final quarter's report will be reviewed and signed within 30 days of the start of the following financial year.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	The indicator monitors the level of oversight; a higher number of reports means more oversight.
<b>Indicator responsibility (achievement)</b>	Chief Electoral Officer
<b>Indicator responsibility (collation and quality assurance)</b>	Manager: Office of the Chief Electoral Officer

## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.1.4
<b>Indicator title</b>	Number of Annual Reports published and tabled in Parliament each year
<b>Short definition</b>	This indicator records the number of Annual Reports (inclusive of the achievement of strategic objectives) reviewed by the Commission and tabled in Parliament
<b>Purpose/importance</b>	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
<b>Source/collection of data</b>	Parliamentary order paper Printed Annual Report available from the Office of the Chief Financial Officer.
<b>Method of calculation</b>	The annual report submitted for the previous year counts towards the achievement of the objective for the year under review, This is due to the fact that the annual report for the year under review is only tabled in parliament after the Auditor General has finalised its audit of predetermined objectives.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	There can only be one annual report per annum
<b>Indicator responsibility (achievement)</b>	Chief Electoral Officer
<b>Indicator responsibility (collation and quality assurance)</b>	Manager: Office of the Chief Electoral Officer

## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.2.1
<b>Indicator title</b>	Number of risk based annual internal audit plans approved by the Audit Committee each year by 30 June in the financial year to which the plan relates.
<b>Short definition</b>	This indicator records the number of annual risk based internal audit plans approved by the Audit Committee each year.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Approved risk based annual internal audit plan. Audit Committee meeting minutes where plan was approved. Depending on the timing of Audit Committee meetings, signed or unsigned minutes count towards the achievement of this target. Minutes and risk based annual internal audit plans are kept in the office of the Chief Audit Officer.
<b>Method of calculation</b>	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 may be presented in the preceding financial year and/or may be updated during the course of the year.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	There can only be one annual risk based internal audit plan
<b>Indicator responsibility (achievement)</b>	Chief Audit Executive
<b>Indicator responsibility (collation and quality assurance)</b>	Chief Audit Executive

## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.2.2
<b>Indicator title</b>	Number of quarterly internal audit progress reports per annum prepared by the Chief Audit Executive and reviewed by the Audit Committee each year within 30 days after the start of the next quarter.
<b>Short definition</b>	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
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Quarterly internal audit progress reports. Audit Committee meeting minutes where quarterly reports are tabled. Depending on the timing of Audit Committee meetings, signed or unsigned minutes count towards the achievement of this target. Minutes and quarterly internal audit progress reports are kept in the office of the Chief Audit Officer.
<b>Method of calculation</b>	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 within <a href="#">6030</a> days of the start of the following financial year.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	The indicator monitors the level of oversight of the Electoral Commission; a higher number of reports means more oversight.
<b>Indicator responsibility (achievement)</b>	Chief Audit Executive
<b>Indicator responsibility (collation and quality assurance)</b>	Chief Audit Executive



## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.2.3
<b>Indicator title</b>	Quarterly review and update of the Electoral Commission's strategic risk register by the Executive Risk Management Committee within 30 days after the start of the next quarter.
<b>Short definition</b>	This indicator records the number of quarterly reviews and updates of the strategic risk register by the Executive Risk Management Committee.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Strategic Risk Registers and minutes of the Executive Risk Management Committee. Depending on the timing of Executive Risk Management Committee meetings, signed or unsigned minutes count towards the achievement of this target. Minutes and Strategic Risk Registers are kept in the office of the Chief Electoral Officer.
<b>Method of calculation</b>	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 within <del>60</del> <u>30</u> days of the start of the following financial year.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	The indicator monitors the level of oversight; a higher number of Strategic Risk Registers means more oversight.
<b>Indicator responsibility (achievement)</b>	Chief Risk Officer
<b>Indicator responsibility (collation and quality assurance)</b>	Chief Risk Officer

## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.3.1
<b>Indicator</b>	Number of permanent staff positions filled per annum
<b>Short definition</b>	The total number of filled positions achieved during the year on a pro rata basis. The target is 90% ( <del>980</del> <u>930</u> positions) of the approved organogram on a pro rata basis.
<b>Purpose/importance</b>	Provision, development and retention of competent and skilled human resources are critical for delivery of the legislative mandate and achievement of the strategic objectives.
<b>Source/collection of data</b>	SAP personnel records available from Human Resources as well as the monthly permanent staff reconciliation spreadsheet (staff paid as per SAP payroll vs staff paid as per SAP finance) available from the Office of the Chief Financial Officer.
<b>Method of calculation</b>	A post filled for the full year counts as one full post, posts filled for part of the year count pro rata, (e.g. a post filled for half a year counts as half a post.)
<b>Data limitations</b>	The accuracy of the headcount depends on the reliability of the SAP records maintained at National Office.
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	An increase in the number of filled posts means that the Electoral Commission is better resourced to deliver on its mandates.
<b>Indicator responsibility (achievement)</b>	Senior Manager: Human Resources and Support Services
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Human Resources and Support Services

## Technical indicator descriptions – Programme 1: Administration

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

## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.3.3
<b>Indicator</b>	Number of permanent staff who attend internal and external short courses per annum.
<b>Short definition</b>	Number of permanent staff who attend internal and external short courses per annum.
<b>Purpose/importance</b>	Provision, development and retention of competent and skilled human resources are critical for delivery of the legislative mandate and achievement of the strategic objectives.
<b>Source/collection of data</b>	Attendance registers for internal courses, and proof of registration for external courses <del>held</del> <u>kept</u> by the Training Department at National Office will <del>count towards the achievement of this target</del> <u>serve as evidence of courses attended</u> .
<b>Method of calculation</b>	Each permanent staff member who attends a course or workshop counts as a single instance, thus it is possible for a staff member to count more than once in any financial year.
<b>Data limitations</b>	The accuracy of the count depends on the collation of information on training courses held outside of the National Office Training Department.
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Increase in the number of exposures means that more staff are developed or that staff are better equipped to perform their duties
<b>Indicator responsibility (achievement)</b>	Senior Manager: Human Resources and Support Services
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Human Resources and Support Services

## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.3.4
<b>Indicator</b>	Extent of compliance with performance management system as evidenced by the existence of performance agreements and performance assessments for the year under review.
<b>Short definition</b>	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.
<b>Purpose/importance</b>	Provision, development and retention of competent and skilled human resources are critical for delivery of the legislative mandate and achievement of the strategic objectives.
<b>Source/collection of data</b>	Signed performance agreements are held with the relevant supervisor and performance assessments are held at Human Resources, National Office - 100% of qualifying staff (930 staff)
<b>Method of calculation</b>	<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 signed by all parties and submitted by 30 September 2015 for the year under review and performance assessment completed and moderated by <del>31 July 2016</del> <u>31 May 2016</u> counts towards the achievement of the objective of the year under review.</p>
<b>Data limitations</b>	None
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	100% completion of agreements and assessments is desired.
<b>Indicator responsibility (achievement)</b>	Senior Manager: Human Resources and Support Services
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Human Resources and Support Services

## Technical indicator descriptions – Programme 1: Administration

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

## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.4.2
<b>Indicator</b>	12 Monthly management accounts per annum prepared, submitted to and reviewed by the Accounting Officer within 30 days after month end.
<b>Short definition</b>	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.
<b>Purpose/importance</b>	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
<b>Source/collection of data</b>	Monthly management accounts files in the office of the Chief Financial Officer
<b>Method of calculation</b>	Monthly management accounts prepared <del>for</del> during 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. Management accounts considered and signed by the Accounting Officer within 30 days of month end.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	12 is the maximum number achievable.
<b>Indicator responsibility (achievement)</b>	Chief Financial Officer
<b>Indicator responsibility (collation and quality assurance)</b>	Chief Financial Officer

## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.5.1
<b>Indicator</b>	Minimum annual percentage (%) network and application systems availability measured in hours (system generated report available)
<b>Short definition</b>	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.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	The network and server monitoring systems, such as Nagios, or its successor, are used to electronically monitor and collect performance and availability data across the network, aggregated and reported centrally through the monitoring tool(s) <a href="#">in the ICT Department on national level</a> .
<b>Method of calculation</b>	<p>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 and averaging the daily availability figures (received from the monitoring tools for each site) on every working day of the year and 9 working hours per day (<a href="#">2,1392,205</a> hours per annum). The average is reported on a monthly basis and recorded as a percentage of working hours in that month. The average percentage of three months is used to calculate the quarterly figure.</p> <p>The number of working days excludes the closed period between Christmas and New Year.</p> <p>The monitoring is done for productive deployment period of the equipment (i.e. from commissioning to decommissioning).</p>
<b>Data limitations</b>	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.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly (3 monthly reports consolidated)
<b>New indicator</b>	No
<b>Desired performance</b>	Higher than targeted performance is desirable
<b>Indicator responsibility (achievement)</b>	Chief Information Officer
<b>Indicator responsibility (collation and quality assurance)</b>	Chief Information Officer



## Technical indicator descriptions – Programme 1: Administration

<b>Indicator number</b>	1.5.2
<b>Indicator</b>	Upgrade IT hardware and platform on a five year cycle as per the approved ICT strategy and plan (Phase 1) by 31 March 2017 and (Phase 2) by 31 March 2018
<b>Short definition</b>	<p>The Electoral Commission's ICT strategy includes a review and upgrade of the hardware and software platforms every 5 years.</p> <p>Phase 1 – Is centred around upgrading the operating systems software and the upgrade migration of all application systems running on the network, including testing for compatibility and performance stability. Procurement is limited to additional professional skills and limited software requirements, if any.</p> <p>Phase 2 – Focuses on hardware refresh and upgrade, including porting and rollout of some of the Phase 1 deliverables with the new hardware. Key activities are equipment procurement, configuration, integration and deployment.</p>
<b>Purpose/importance</b>	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. Modernising the core operating systems and platform for performance stability, consistency and security in line with the product roadmap, maintenance and support services from OEMs.
<b>Source/collection of data</b>	Upgrade performed or not. Procurement records.
<b>Method of calculation</b>	Upgraded software and rolled out hardware with the new software platform at all sites every 5 years in accordance with the approved acquisitions and roll out plan.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually (5 Year cycle)
<b>New indicator</b>	Yes
<b>Desired performance</b>	5 year refresh is desired
<b>Indicator responsibility (achievement)</b>	Chief Information Officer
<b>Indicator responsibility (collation and quality assurance)</b>	Chief Information Officer

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.1.1
<b>Indicator title</b>	Average number of calendar days in which elections are conducted from date of vacancy in each year covered by this plan.
<b>Short definition</b>	Measures the average time in which elections are conducted from the date of a vacancy. The date of the vacancy is the date on which the Electoral Commission receives an up to date notification (unless the matter is still active in the court).
<b>Purpose/importance</b>	Timely delivery of elections to ensure efficient execution of the Electoral Commission's mandate. 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.
<b>Source/collection of data</b>	<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. Electoral Matters to keep the file of relevant court orders.</p>
<b>Method of calculation</b>	<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.</p> <p>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. 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>
<b>Data limitations</b>	The Electoral Commission is dependent on the relevant authority (President, Premier, MEC and the minister of COGTA proclaiming an election date within the 90 day period. 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.

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Performance that is lower than target is desirable since elections must, by law, be conducted within 90 calendar days
<b>Indicator responsibility (achievement)</b>	The Commission for LGE 2016 and NPE 2019 and the Senior Manager: Electoral Matters
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Electoral Matters

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.1.2
<b>Indicator title</b>	Average number of calendar days in which to replace PR seat vacancies in each year covered by this plan.
<b>Short definition</b>	Measures the average number of calendar days in which PR vacancies are filled, from the date of vacancy. The date of the vacancy is the date on which the Electoral Commission receives an up to date notification (unless the matter is still active in the court).
<b>Purpose/importance</b>	Timely filling of PR vacancies to ensure efficient execution of the Electoral Commission's mandate. 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.
<b>Source/collection of data</b>	Letter from the Municipal Manager informing the CEO of the PR vacancy as recorded in the register held with Electoral Matters.
<b>Method of calculation</b>	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.
<b>Data limitations</b>	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.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Performance that is equal to, or lower than the number of days prescribed by the law is desired.
<b>Indicator responsibility (achievement)</b>	Manager: Electoral Matters (Voter Registration and Party Liaison)
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Electoral Matters

## Technical indicator descriptions – Programme 2: Electoral Operations

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

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.1.4
<b>Indicator title</b>	Number of elections set aside in each year covered by this plan
<b>Short definition</b>	Counts the number of elections that are set aside by a court of law.
<b>Purpose/importance</b>	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
<b>Source/collection of data</b>	Copy of court order kept on file held by Electoral Matters
<b>Method of calculation</b>	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 that the target is achieved. 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.
<b>Data limitations</b>	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.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Performance that meets target of zero is desirable
<b>Indicator responsibility (achievement)</b>	Manager: Electoral Matters (Delimitation and Voting)
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Electoral Matters

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.2.1
<b>Indicator title</b>	Number of registered voters reflected on the voters' roll as at 31 March each year.
<b>Short definition</b>	Registered and valid voters on the voters' roll on the last working day of the financial year.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	A snapshot of number of registered voters extracted from the Voter Registration database as at 31 March to be filed with Electoral Matters
<b>Method of calculation</b>	Every current and valid registered voter appearing on the voter's roll is counted once.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	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
<b>Indicator responsibility (achievement)</b>	Manager: Business Systems
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Electoral Matters

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.2.2
<b>Indicator title</b>	Frequency per annum that voters roll is verified against national population register (NPR) updates received from the Department of Home Affairs (DHI) monthly.
<b>Short definition</b>	Verifying of the voters' roll against the NPR on a monthly basis.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	A monthly report is generated after verifying the voters' roll against the National Population Register (NPR) updates and kept on file held by Electoral Matters.
<b>Method of calculation</b>	Each generated <a href="#">report</a> counts as a single instance in the achievement of the target.
<b>Data limitations</b>	Accuracy and completeness of the monthly report is dependent on the updates received from DHA.
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative for the year
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	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.
<b>Indicator responsibility (achievement)</b>	Manager: Business Systems
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Electoral Matters



## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.2.3
<b>Indicator</b>	Procure planned number (38,000) programmable bar code scanner units or equivalent for voter registration on a seven to ten year cycle by 31 March 2018
<b>Short definition</b>	Procure planned number (38,000) programmable bar code scanner units or equivalent for voter registration on a seven to ten year cycle by 31 March 2018. Replacement cycle based on projected useful life-span of existing units.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Procurement records held at Logistics and Procurement sections.
<b>Method of calculation</b>	Procurement of planned number of units. By 31 March 2018 a total of 38,000 units must be procured.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual (7 to 10 year cycle)
<b>New indicator</b>	Yes
<b>Desired performance</b>	7 to 10 year replacement is required
<b>Indicator responsibility (achievement)</b>	Manager: Logistics
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Logistics and Infrastructure

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.3.1
<b>Indicator title</b>	Number of contracted voting stations in place on main registration weekends or general election days in the years where applicable
<b>Short definition</b>	Number of contracted voting stations on main registration weekends or general election days in year where applicable
<b>Purpose/importance</b>	Tracks the contracting and utilisation of voting stations for main electoral events.
<b>Source/collection of data</b>	Voting station contract records electronically filed in the VSO system : Voting stations "opened" reports for electoral events. System snapshot VSM
<b>Method of calculation</b>	Every Voting District must contain one Voting Station; every Voting District <a href="#">that</a> 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.
<b>Data limitations</b>	Data reliant on accurate reporting from voting station level.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	100% performance is desired to ensure that voting stations are contracted and made available in support of electoral events
<b>Indicator responsibility (achievement)</b>	Provincial Electoral Officers
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Logistics and Infrastructure

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.3.2
<b>Indicator title</b>	Number of permanent warehouses; municipalities with local office facilities and full time distribution services available to support electoral events
<b>Short definition</b>	Availability of warehouses / local offices / distribution service providers
<b>Purpose/importance</b>	Tracks the availability of key infrastructure facilities and logistics resources required to support the operations of the Commission
<b>Source/collection of data</b>	Relevant contracts and SLA (service level agreement) documents. Location = Warehouses: Logistics Section / Local Offices / Infrastructure section / Distribution SP: Logistics Section.
<b>Method of calculation</b>	<p>National warehouse =1 (single)</p> <p>Provincial warehouses = 9 (1 per province)</p> <p>Local Offices = 234 (1 per municipality: excluding metro satellites)</p> <p>Distribution Service Provider = 1 (national contract)</p> <p>A facility / service is regarded as available in any given period if it is secured by a valid and active lease, agreement, or contract for that period.</p> <p>A facility that is available for &gt;90% of any year is counted once. Facilities that are available &lt;90% of any year are not counted. If a facility is relocated to a new facility during the year, the combined availability is measured.</p> <p>The percentage availability is calculated by determining the number of days that the facility is available divided by 365.</p>
<b>Data limitations</b>	No data limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Desired performance</b>	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
<b>Indicator responsibility (achievement)</b>	Manager: Logistics
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Logistics and Infrastructure

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.3.3
<b>Indicator title</b>	Timely sourced electoral materials in accordance with the approved materials requirement plan (MRP) and bill of material (BOM), delivered to voting stations, for each main electoral event (i.e. NPE and LGE).
<b>Short definition</b>	Sourced and delivered MRP and BOM in accordance with election timelines.
<b>Purpose/importance</b>	Tracks the effective sourcing and distribution of electoral materials to support the electoral activities of the Electoral Commission.
<b>Source/collection of data</b>	Signed off BOMS from the Logistics Management System (LIS) for every electoral event. Approved MRP quantities / material items from LIS Procurement records in SAP indicating delivery of required materials before main electoral events Stock issue records / delivery notes from SAP indicating delivery at local offices before main electoral events.
<b>Method of calculation</b>	All items specified in BOMs must be sourced and delivered, before main electoral events
<b>Data limitations</b>	No data limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	100% performance is desired to ensure that materials is planned, sourced and distributed in support of electoral events
<b>Indicator responsibility (achievement)</b>	Manager: Logistics
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Logistics and Infrastructure

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.4.1
<b>Indicator title</b>	Number of liaison sessions held with members of party liaison committees (PLCs) meetings at national (x1), provincial (x9), and municipal (x234) levels per annum.
<b>Short definition</b>	Number of liaison sessions/consultations with party liaison members at a national, provincial or municipal level in 2015/16.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Minutes of the meetings uploaded by national office and provinces into the PLC Document application on the IEC Portal <a href="#">under the PLC Documentation System</a> .
<b>Method of calculation</b>	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.
<b>Data limitations</b>	The accuracy of the count depends on the consistent uploading of PLC minutes as they occur at local, provincial and national levels.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Performance that is equal to or higher than the target is desirable.
<b>Indicator responsibility (achievement)</b>	Provincial Electoral Officers and Manager: Electoral Matters (Voter Registration and Party Liaison)
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Electoral Matters

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.4.2
<b>Indicator title</b>	Funding of political parties – number of quarterly disbursements made to represented parties per annum.
<b>Short definition</b>	Funding of political parties – four disbursements made to represented political parties per annum.
<b>Purpose/importance</b>	This indicator evidences the achievement of the legislated mandate of the Represented Political Parties Fund
<b>Source/collection of data</b>	Banking records held in the office of the Assistant Manager: RPPF and Compliance Verification.
<b>Method of calculation</b>	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.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Performance that is equal to the target is desirable
<b>Indicator responsibility (achievement)</b>	Chief Financial Officer
<b>Indicator responsibility (collation and quality assurance)</b>	Chief Financial Officer

## Technical indicator descriptions – Programme 2: Electoral Operations

<b>Indicator number</b>	2.5.1
<b>Indicator title</b>	Number of electoral staff recruited and trained per annum.
<b>Short definition</b>	Number of electoral staff recruited and trained per annum.
<b>Purpose/importance</b>	Electoral staff are a critical component of elections delivery
<b>Source/collection of data</b>	Staff members contracted, and whose employment is registered in the Electoral Staff System (ESS). The information is extracted from the ESS by means of the Training and the Staff Count reports.
<b>Method of calculation</b>	<p>Staff are counted as having been recruited and trained when they work at a main electoral event, i.e. during National and Provincial elections as well as Local Government elections.</p> <p>Each staff member contracted for a <a href="#">main</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><a href="#">In years where there is only one main registration drive each staff member contracted for such a drive is counted once.</a></p> <p>Each staff member who works for <del>the</del> <a href="#">main</a> 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>
<b>Data limitations</b>	The accuracy of the count is dependent on the accuracy of ESS data.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Desired level of performance is higher than target
<b>Indicator responsibility (achievement)</b>	Senior Manager: Human Resources and Support Services
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Human Resources and Support Services



## Technical indicator descriptions – Programme 3: Outreach

<b>Indicator number</b>	3.1.1
<b>Indicator title</b>	Number of voters who turnout in national and local government elections, as a percentage of registered voters in years when applicable.
<b>Short definition</b>	This indicator measures the number of voters who turn out against registered voters in national and local government elections. Provincial and by-elections are excluded.
<b>Purpose/importance</b>	This is a measure of participation in electoral processes.
<b>Source/collection of data</b>	Voting statistics and data collated in the national results system as reflected on the Electoral Commission's website.
<b>Method of calculation</b>	For national elections: Number of votes cast on election day on the national ballot divided by the number of registered voters on the certified voters' roll. For local government elections: Highest of either ward or Proportional Representation Total Votes Cast divided by Registered Population + MEC7 Votes expressed as a percentage.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	This indicator is a measure of the effectiveness of civic and democracy education and communications campaigns. Higher turnout implies more effective campaigns.
<b>Indicator responsibility (achievement)</b>	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.
<b>Indicator responsibility (collation and quality assurance)</b>	Chief Information Officer

## Technical indicator descriptions – Programme 3: Outreach

<b>Indicator number</b>	3.1.2
<b>Indicator title</b>	Number of civic and democracy education events held per annum.
<b>Short definition</b>	An event is defined as being an activity with an educational objective targeting a specific audience of at least a given minimum size of 20 people.
<b>Purpose/importance</b>	Voter education events are the mechanism whereby the Electoral Commission promotes learning on democracy and balloting education messages to various audiences in communities.
<b>Source/collection of data</b>	Attendance registers, and event template with objectives and content outlined uploaded in the Outreach Management System (OMS). Other data such as agendas, programmes, reports, invitations, presentations and lists of materials may also serve as support documents but are optional.
<b>Method of calculation</b>	Each event that meets the definition is counted towards achieving the target.
<b>Data limitations</b>	Collation of data is complex and time consuming. An outreach management system was designed to facilitate aggregation of data.
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	More events mean that more citizens have been reached and taught about their democratic rights and responsibilities.
<b>Indicator responsibility (achievement)</b>	Provincial Electoral Officers
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Civic Education, Research & Knowledge Management

## Technical indicator descriptions – Programme 3: Outreach

<b>Indicator number</b>	3.1.3
<b>Indicator title</b>	Audience reach for television and radio democracy education content as evidenced by the relevant viewership and listenership figures in each year covered by the Annual Performance Plan.
<b>Short definition</b>	Viewership and listenership statistics provided by the contracted public broadcaster for televised and public radio civic education programmes.
<b>Purpose/importance</b>	Viewership and listenership figures provide an indication of the reach achieved for multimedia civic education content.
<b>Source/collection of data</b>	Viewership and listenership statistics provided as Television Audience Statistics (TAMS) and Radio Audience Statistics (RAMS) by the contracted public broadcaster. These are supplied by the SABC and are available in soft and hard formats from the records of the Senior Manager: CERKM.
<b>Method of calculation</b>	The total figure as per the TAMS and RAMs generated independently for the contracted public broadcaster/community radio in respect of structured civic education programmes during each financial year.
<b>Data limitations</b>	Accuracy and reliability of the figures provided by the SABC and/or contracted community radio stations.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	A higher viewership and listenership figure implies a higher educational reach and thus is considered more successful.
<b>Indicator responsibility (achievement)</b>	Senior Manager: Civic Education, Research & Knowledge Management
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Civic Education, Research & Knowledge Management

## Technical indicator descriptions – Programme 3: Outreach

<b>Indicator number</b>	3.1.4
<b>Indicator title</b>	Public perceptions of the Electoral Commission held, as evidenced by the media reports for each year covered by the Annual Performance Plan
<b>Short definition</b>	Overall perception of the Electoral Commission based on media monitoring
<b>Purpose/importance</b>	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
<b>Source/collection of data</b>	Monthly media analysis reports from an independent third party media monitoring service provider contracted by the Electoral Commission through a competitive bidding process. The reports are stored in the Electoral Commission's internal J-Drive.
<b>Method of calculation</b>	Analysis of all media reports as positive, negative or neutral resulting in a annual total for each category.
<b>Data limitations</b>	Objectivity/accuracy of the media analysis
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	A greater percentage of positive and neutral media reports versus negative indicates a more positive perception and reputation of the Electoral Commission over time
<b>Indicator responsibility (achievement)</b>	Senior Manager: Communications
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Communications

## Technical indicator descriptions – Programme 3: Outreach

<b>Indicator number</b>	3.2.1
<b>Indicator title</b>	Recorded number of spoilt ballots in National and local government elections in the years when applicable.
<b>Short definition</b>	Recorded number of spoilt ballots in National and local government elections in the years when applicable.
<b>Purpose/importance</b>	Spoilt ballots may be a reflection 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.
<b>Source/collection of data</b>	Voting statistics and data captured in the Electoral Commission's national result system collated in the ICT Department. The data is sourced from the Manager: Business System Application.
<b>Method of calculation</b>	Number of spoilt ballots on election day divided by the total number of votes cast in national and local government (proportional representation) elections, expressed as a percentage.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	The rate of spoilt ballots should be below the international norm for spoilt ballots which is 1.6% in each reporting period in national and local government elections. A lower spoilt ballot rate implies more effective campaigns.
<b>Indicator responsibility (achievement)</b>	Provincial Electoral Officers; Senior Manager: Civic Education, Research & Knowledge Management.
<b>Indicator responsibility (collation and quality assurance)</b>	Chief Information Officer

## Technical indicator descriptions – Programme 3: Outreach

<b>Indicator number</b>	3.3.1
<b>Indicator title</b>	Number of active formal partnerships in place during the year under review
<b>Short definition</b>	A formal partner is a key stakeholder with whom a formal memorandum of understanding <del>and/or</del> service level agreement has been signed stating a specific purpose(s) or objectives.
<b>Purpose/importance</b>	Whilst the Electoral Commission has a wide range of key stakeholders this indicator refers to the ones where the performance of each partner has a direct bearing on the success or failure of the Electoral Commission's work. The memoranda of understanding (MoU) <del>and/or</del> service level agreements (SLA) govern the exchange of services.
<b>Source/collection of data</b>	MoUs and SLAs with each selected partner. <a href="#">Signed MOU and SLAs are kept in the Electoral Commission's Knowledge Centre.</a>
<b>Method of calculation</b>	<del>Number of Each</del> MoUs <del>or and each</del> SLA counts towards achieving the target. A MoU <del>or SLA</del> will count for each year it is valid in the case of multiyear MOUs <del>or SLAs</del> . <a href="#">Signed MOU and SLAs are kept in the Electoral Commission's Knowledge Centre.</a>
<b>Data limitations</b>	None
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	More formal partnerships translate into greater possibilities for reinforcing civic and democracy education messages.
<b>Indicator responsibility (achievement)</b>	Provincial Electoral Officers; Senior Manager: Civic Education, Research & Knowledge Management.
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Civic Education, Research & Knowledge Management.

## Technical indicator descriptions – Programme 3: Outreach

<b>Indicator number</b>	3.3.2
<b>Indicator title</b>	Number of meetings Commissioners held with key stakeholders per annum
<b>Short definition</b>	Number of meetings with key stakeholders held per annum.
<b>Purpose/importance</b>	The Electoral Commission needs to ensure that its stakeholders understand the electoral management measures put in place to ensure transparency.
<b>Source/collection of data</b>	Meeting requests, agendas or meeting minutes of the Commission. These are deposited in the Electoral Commission's Knowledge Centre by the Manager: Commission Services
<b>Method of calculation</b>	<p>Key stakeholders are defined as the</p> <ol style="list-style-type: none"> <li>1. Presidency,</li> <li>2. 9 x Provincial Legislatures,</li> <li>3. the Minister of Home Affairs,</li> <li>4. the Ministers of Basic &amp; Higher Education</li> <li>5. 9 x provincial MECs for local government,</li> <li>6. Minister of the Department of International Relations &amp; Cooperation,</li> <li>7. Minister of Cooperative Governance &amp; Traditional Affairs</li> <li>8. 9 x MECs for local government,</li> <li>9. the Minister of Police and</li> <li>10. 9 x MECs for safety,</li> <li>11. the Minister of State Security,</li> <li>12. the Portfolio Committee on Home Affairs,</li> <li>13. 13 x leadership of political parties represented in parliament,</li> <li>14. institutions supporting democracy,</li> <li>15. the National House of Traditional Leaders and</li> <li>16. 9 x provincial houses of traditional leaders,</li> <li>17. where relevant, leadership of Non-Governmental Organisations,</li> <li>18. South African Local Government Association,</li> <li>19. The Municipal Demarcation Board.</li> </ol> <p>A meeting where at least one Commissioner, or a designated representative, is present counts as a single instance in the achievement of the target.</p>
<b>Data limitations</b>	None
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	More meetings imply greater transparency.

## Technical indicator descriptions – Programme 3: Outreach

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



## Technical indicator descriptions – Programme 3: Outreach

<b>Indicator number</b>	3.3.3
<b>Indicator</b>	Number of interactions / liaisons internationally achieved per annum.
<b>Short definition</b>	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.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Meeting minutes, tour programmes, reports on international visits. These are kept in the Electoral Commission's Knowledge Centre by the Manager: Commission Services.
<b>Method of calculation</b>	Each capacity-building initiative, observing of elections, study tour, hosting of an international delegation, and attendance at a meeting of regional and international bodies, intergovernmental organisations, and non-governmental organisations counts towards achievement of the target. Each visit counts as a single instance regardless of how many persons attend.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	More meetings imply greater transparency and learning opportunities.
<b>Indicator responsibility (achievement)</b>	Commissioners
<b>Indicator responsibility (collation and quality assurance)</b>	Manager: Commission Services

## Technical indicator descriptions – Programme 3: Outreach

<b>Indicator number</b>	3.4.1
<b>Indicator</b>	The number of research and thought leadership initiatives achieved per annum.
<b>Short definition</b>	The number of research and thought leadership initiatives achieved per annum
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	<p>A research or thought leadership initiative may be defined as one of the following:</p> <ul style="list-style-type: none"> <li>• <a href="#">ProceedingsOfficial</a> reports of thought leadership <a href="#">produced</a></li> <li>• <a href="#">Agendas and/or reports of</a> seminars/colloquia/conferences <a href="#">held</a></li> <li>• Research reports from <a href="#">formal</a> research studies <a href="#">conducted</a></li> </ul> <p><a href="#">Evidence is kept in the Civic Education, Research and Knowledge Management Department.</a></p>
<b>Method of calculation</b>	Each initiative counts as a single instance in the achievement of the target
<b>Data limitations</b>	None
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No, but indicator is redefined
<b>Desired performance</b>	More research or thought leadership projects imply a greater body of knowledge.
<b>Indicator responsibility (achievement)</b>	Senior Manager: Civic Education, Research & Knowledge Management.
<b>Indicator responsibility (collation and quality assurance)</b>	Senior Manager: Civic Education, Research & Knowledge Management.



