

ELECTORAL COMMISSION

STRATEGIC PLAN

For the fiscal years

2013/14 – 2017/18

FOREWORD

This document describes the Electoral Commission's strategic goals for the years 2013/14 to 2017/18. The Commission has taken overall responsibility for developing strategic priorities for the five year period covered in this Strategic Plan.

The Electoral Commission is a constitutional institution reporting directly to Parliament. In line with its mandate, the Electoral Commission manages the national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period.

The Electoral Commission was established in terms of the Electoral Commission Act (1996), which sets out the composition, powers, functions and duties of the Electoral Commission.

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

The Commission as the executive authority endorses this Strategic Plan and commits to ensuring its implementation.



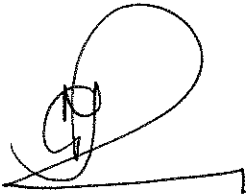
Adv Pansy Tlakula

Chairperson: Electoral Commission

OFFICIAL SIGN-OFF

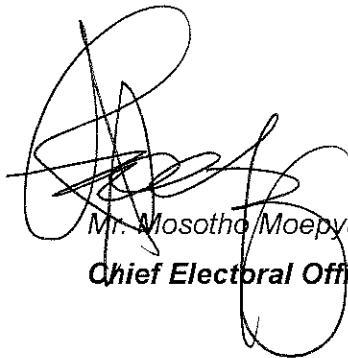
It is hereby certified that this strategic plan:

- was developed by the management of the Electoral Commission under the guidance of the Commission;
- takes into account all the relevant policies, legislation and other mandates for which the Electoral Commission is responsible; and
- accurately reflects the strategic outcome oriented goals and objectives which the Electoral Commission will endeavour to achieve over the period 2013/14 to 2017/18.



F Rowley Withey

Chief Financial Officer



Mr. Mosotho Moepya

Chief Electoral Officer

It is hereby certified that this Strategic Plan was approved by the Commission.



Adv Pansy Tlakula

Chairperson: Electoral Commission

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PART A: STRATEGIC OVERVIEW

1. VISION

To be a pre-eminent leader in electoral democracy.

2. MISSION

The Electoral Commission is an independent constitutional body which manages free and fair elections of legislative bodies and institutions through the participation of citizens, political parties and civil society in deepening electoral democracy.

3. VALUES

To enable the Electoral Commission to serve the needs of stakeholders, including the electorate, political parties, the media and permanent and temporary staff, the organisation subscribes to the following organisational values:

- Impartiality
- Integrity
- Accountability
- Transparency
- Participation
- Responsiveness
- Respect

4. LEGISLATIVE AND OTHER MANDATES

4.1 Constitutional mandate

In terms of Section 190 of the Constitution of the Republic of South Africa (Act 108 of 1996), the Electoral Commission must -

- (a) manage elections of national, provincial and municipal legislative bodies in accordance with national legislation;
- (b) ensure that those elections are free and fair; and
- (c) declare the results of those elections within a period that must be prescribed by national legislation and that is as short as reasonably possible.

4.2 Legislative mandates

The duties and functions of the Electoral Commission are defined in section 5 of the Electoral Commission Act, 1996. These include to –

- (a) manage any election;
- (b) ensure that any election is free and fair;
- (c) promote conditions conducive to free and fair elections;
- (d) promote knowledge of sound and democratic electoral processes;
- (e) compile and maintain a voters' roll by means of a system of registering eligible voters by utilising data available from government sources and information furnished by voters;
- (f) compile and maintain a register of parties;
- (g) establish and maintain liaison and co-operation with parties;
- (h) undertake and promote research into electoral matters;
- (i) develop and promote the development of electoral expertise and technology in all spheres of government;
- (j) continuously review electoral legislation and proposed electoral legislation, and to make recommendations in connection therewith;
- (k) promote voter education;
- (l) promote co-operation with and between persons, institutions, governments and administrations for the achievement of its objects;
- (m) declare the results of elections for national, provincial and municipal legislative bodies within seven days after such elections;
- (n) adjudicate disputes which may arise from the organisation, administration or conducting of elections and which are of an administrative nature; and
- (o) appoint appropriate public administrations in any sphere of government to conduct elections when necessary.

The duties and functions of the Electoral Commission in respect of elections are also defined in the Electoral Act, 1998 (Act No. 73 of 1998). This Act includes among other things the requirements for registration as a voter and the sealing of ballot boxes. It provides for the administration of elections, election timetables, procedures for voting, counting and determining results, the accreditation of observers, and voter education. Regulations have been published in terms of the Electoral Act.

In addition to the provisions in the Electoral Act, the Municipal Electoral Act, 24 of 2000, deals with the specific nature of local government elections. It provides for the administration of parties and candidates and all other related voting and counting issues. As in the case of the Electoral Act, appropriate regulations have been published in support of the provisions of this Act. The most notable amendment of the Act has been the recent addition of special votes for persons who require home visits owing to infirmity/disability or who are not able to visit their voting stations on Election Day.

The Municipal Structures Act, 117 of 1998, deals with the establishment, management and functions of the various municipalities, as well as seat calculation formulas (i.e. the conversion of votes into seats). This legislation is required to conclude the results process.

4.3 Policy mandates

The Electoral Commission undertakes its work within the Republic of South Africa independently, but is often called upon to assist in South Africa's international relations and to undertake electoral assistance to other countries. Where this happens, the funding and permission is sought and obtained from the government of South Africa.

4.4 Relevant court rulings

Ahead of the 2009 National and Provincial Elections the constitutional court made a finding that provisions in Section 33(1)(e) of the Electoral Act are inconsistent with the Constitution of the Republic. The aspects found to be unconstitutional relate to the categories of citizens who are temporarily absent from the Republic. In consequence all registered citizens outside of the Republic could vote if they notified the Chief Electoral Officer of their intention to vote as well as the diplomatic mission where they intended voting.

A dispensation for special voting arrangements for citizens outside the Republic is evolving and remains to be finalized. The legislative amendment processes are underway at present.

4.5 Planned policy initiatives

The introduction of smart card technology in respect of identity documents, when implemented by the Department of Home Affairs, will have significant systems implications for the Electoral Commission and may lead to some policy changes.

The release of the results of census 2011 by Stats SA means that the Commission will need to consider the gaps between census data and registered voters and take action to address these gaps.

There is also an increasing trend towards the administration of legislative elections other than those specified in the Electoral Act, as well as other non-legislative elections, which the Electoral Commission is often called upon to undertake from time to time. Examples of these include assistance with the elections of various school governing bodies, student representative councils, traditional councils, taxi associations, trade unions, professional bodies and/or associations and elections for commercial enterprises. The Electoral Commission by administering these elections seeks to entrench the basic tenets of electoral democracy in our country.

The continuous development and improvement in technology increasingly pose opportunities and challenges to the Electoral Commission. In this regard the Electoral Commission has embarked on research to establish what the implications of e-voting on the Electoral Commission are likely to be.

5. SITUATIONAL ANALYSIS

Following its establishment in 1997, the Electoral Commission set out to establish a sustainable electoral administration by using, amongst others, infrastructure then existing in municipal councils, at little or no cost, both in terms of infrastructure and temporary personnel with electoral experience. This situation has changed rapidly with some of the following factors calling for different arrangements by the Electoral Commission, namely:

- a) municipalities are increasingly no longer in a position to provide (free or paid) accommodation to Electoral Commission staff since they have no spare capacity;
- b) increasingly it is no longer possible for the Electoral Commission to use the Municipal Manager as its local representative;
- c) more experienced municipal officials are increasingly unavailable to the Electoral Commission sometimes due to the sheer volume of workload of such individuals in some municipalities;

Capacity challenges at a local level still need to be addressed; in particular administrative support to the 52 regional supervisors is becoming necessary. The creation of regional supervisor post in 2008 greatly improved the supervision of municipal structures and staff members but one person offices resulted in bottlenecks at election times. It is envisaged that capacity will be created at a regional level to allow for flexibility to mobilise staff to a one person office, should the need arise.

Due to the maturing of our democracy and sophistication of political parties, the Electoral Commission has experienced challenges resulting from an increasingly litigious environment over the past few years. Escalating tension (or unrest) and service delivery protest, coupled with the uncertain economic climate, will impact on the environment leading up to the elections.

Whilst in the past we have only dealt with represented parties in our Party Liaison Committees, it has become evident that unrepresented parties often contest elections, sometimes at the last moment, which results in a situation where they are deprived of the consultative and informative processes that take place with the represented parties.

The pending legislative amendments regarding out-of-country voting and special voting are being monitored by the Electoral Commission and developments in this area may have significant resource implications.

As a developing democracy, the stepping up of civic education initiatives and programmes has been identified as one of the priorities which the Electoral Commission has to embark on during the period covered by the strategic plan. One area of focus will be the rate of registration of young voters and specifically those citizens born after 1994 ("born frees"). Increased visibility of outreach programmes, especially amongst the youth (age group 18 to 25) and specifically at educational institutions is one of the key components of the strategy of the Electoral Commission.

There is a concerted effort, both by the Electoral Commission and the sector of persons with disabilities, to provide easier access to voters in that sector. This is anticipated to increase and potentially impact on the cost of elections.

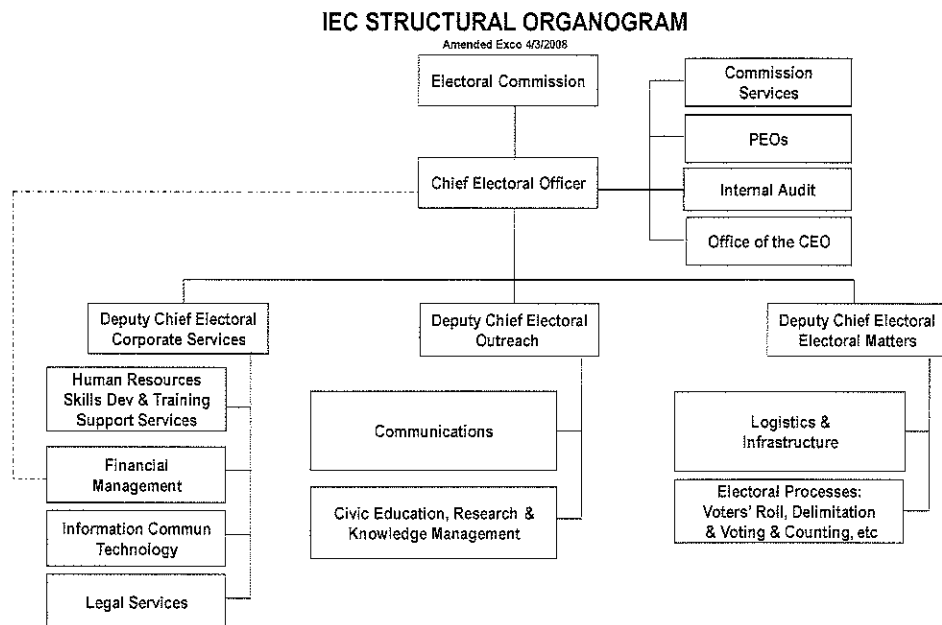
Access to information and the provision of information in diverse formats and on diverse platforms including the proactive use new media and social platforms may impact on communications campaigns and the associated costs.

5.1 Performance environment

To satisfactorily resolve or cope with the situations described above, it is essential for the Electoral Commission to, inter alia, attend to the following in preparation of the National and Provincial registration drives and the elections to be held in 2014 and 2015, namely to:

- a) strengthen its permanent and temporary human and infrastructural capacity at election times at municipal level to avoid logistical difficulties;
- b) pay tariffs commensurate with the realities of attracting a more mature and experienced election day staff compliment;
- c) substantially improve on and increase the amount of training provided to such electoral staff,
- d) adjust its capacity to be able to deal with complaints, objections, disputes and court cases as well as conflict resolution management;
- e) further increase the focus on democracy and voter education as well as the dissemination of information through civil society and the media;
- f) deal with the cost escalations in the logistical field, especially with regards to printing and the increased cost of diminishing municipal support; and
- g) maintain the measures aimed at transparency with elections that were introduced with the national and municipal elections in respect of ICT systems.

5.2 Organisational environment



The Commission comprises five members, one of whom shall be a judge, appointed by the President. The Chairperson and deputy chairperson of the Commission are designated by the President from amongst members of the Commission. The term of office of four of the Commissioners expired in October 2011 and four new Commissioners were appointed. The organogram and staff structure reflects the current situation, not taking into account possible changes which the new Commissioners may wish to effect in future.

The Commission appoints the Chief Electoral Officer, who must be suitably qualified and experienced for the position. The Chief Electoral Officer is the head of administration and accounting officer of the Electoral Commission. The Chief Electoral Officer also performs other duties and functions assigned to him or her by the Commission, the Electoral Commission Act, or any other law. The Chief Electoral Officer appoints officers and employees of the Electoral Commission in consultation with the Commission.

The organogram of the Electoral Commission provides for 928 positions. The staffing establishment provides for three Deputy CEOs – one each for Corporate Services, Outreach and Electoral Operations. There is one Provincial Electoral Officer for each provincial office of the Electoral Commission. The structure of the Electoral Commission has remained stable with key personnel also retained. However, as the electoral environment changes it may be necessary to review the Electoral Commission's infrastructure and personnel, especially in the municipal sphere of government.

5.3 Description of the strategic planning process

In October 2011, new members of the Commission were appointed, and a re-visioning exercise (Vision 2018) was undertaken in the early part of 2012 to refocus the Commission and to identify the most pressing actions going forward. Commissioners and officials from all levels of the organization were consulted as part of this process and it was determined that increasing innovation and the leveraging of cutting-edge technology should be key drivers for the organisation.

This strategic plan is a new plan for the 5 year period beginning on 1 April 2013 that reflects this re-visioning exercise.

A task team was established to review the previous plan, to consider Vision 2018 and to align the plan with the Framework for Strategic Plans and Annual Performance Plans. The task team developed a draft plan, which formed the basis for discussion at a strategic planning workshop which was held on 14 and 15 November 2012.

At the workshop, working groups were constituted to consider Vision 2018 with a view to updating the draft strategic plan and developing consensus on the activities that are to form the core of the Commission's work plan for the period covered by the new vision.

The draft strategic and annual performance plans, which were developed at the workshop were further refined and submitted to the Executive Management Committee (EXCO) for adoption on 18 January 2013. The **draft** plans were adopted by the Commission on 25 January 2013 and will be finalised in accordance with National Treasury timelines before tabling in Parliament.

6. STRATEGIC OUTCOME ORIENTED GOALS OF THE COMMISSION

Strategic Outcome Oriented Goal 1	Achieving pre-eminence in the area of managing elections and referenda
Goal statement	Organise and manage regular elections through the participation of voters and political parties (including independent candidates) and voters and declare results thereof within seven days.
Strategic Outcome Oriented Goal 2	Strengthening electoral democracy
Goal statement	<p>Liaise with relevant stakeholders nationally and internationally in order to promote knowledge of and adherence to democratic electoral principles.</p> <p>Continuously inform and educate the public on democracy and electoral processes, with a view to strengthening participation in electoral democracy in every electoral event.</p>
Strategic Outcome Oriented Goal 3	Strengthening a cooperative relationship with political parties
Goal statement	Deepening political engagement with represented parties, including convening consultative fora with registered political parties.
Strategic Outcome Oriented Goal 4	Strengthening institutional excellence and professionalism at all levels of the organisation
Goal statement	Provide enabling business processes and systems with respect to the financial management, information and communication technology, human resource management, facilities management and legal services to efficiently and effectively support the core business of the Electoral Commission.
Strategic Outcome Oriented Goal 5	Strengthening institutional governance
Goal statement	Provide strategic direction and monitor implementation of and adherence to organisational policies and achievement of goals and objectives to improve efficiency and effectiveness for the period covered by this plan.

PART B: STRATEGIC OBJECTIVES

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

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

- a) ensuring accessibility and suitability of voting facilities and processes;
- b) increasing voter participation in elections;
- c) maximizing electoral justice for all stakeholders in the electoral process
- d) enhancing the credibility of the voters' roll;
- e) ensuring compliance with legal prescripts; and
- f) continuously improving the legislative framework.

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

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

The staff structure is expanded significantly during election periods when additional resources are imperative to cope with the huge workload and difficult logistical arrangements. The performance indicators and costs pertaining to electoral and expansion staff structures are reflected under Programme 4.

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

7.1 Strategic Objectives linked to Strategic Goal 1

Strategic Objective 1.1	Ensure accessibility and suitability of voting facilities and processes by establishing and applying infrastructure to meet operational demands for each electoral event.
Objective statement	Provide and maintain infrastructural capacity commensurate with the logistics plans for each electoral event
Audited baseline (2011/12)	<p>Established Delivery Channel</p> <ul style="list-style-type: none"> • Warehouses = 10 (1 national; 1 in each of the 9 provinces); • Local offices and election phased storage facilities = 1 per municipality during main registration periods and electoral events; • Contracted Distribution services = 1 fulltime national contract to support electoral events; • Municipal Electoral Officer (MEO) in place for every electoral event; • One contracted voting station per voting district for each electoral event.
Justification	The provision of infrastructure capacity necessary to enable effective day-to-day operations as well as the delivery of successful electoral events.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 1.2	Ensure efficient electoral processes-by defining, specifying and procuring election material and equipment for all electoral events.
Objective statement	Establish a bill of materials (BoM) and equipment requirements per electoral event for the period covered by this strategic plan; and procure in accordance with the logistics procurement plans.
Audited baseline (2011/12)	Defined bill of material (signed off BoM) Bill of material sourced in terms of the PPPFA
Justification	The provision of electoral materials and equipment necessary to enable optimal functioning of voting stations in support of the delivery of successful electoral events.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 1.3	Increase voter participation in elections
Objective statement	Increase voter turnout to 80% in the National and Provincial elections of 2014; and 60% in the Local Government elections of 2016.
Audited baseline (2009/10 and 2011/12)	77.3% for National and Provincial Elections (2009) 57,64% for Local Government Elections (2011)
Justification	To ensure that citizens are increasingly engaged in the democratic process and to give credibility and legitimacy to the electoral process.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 1.4	Maximise electoral justice for all stakeholders in the electoral process
Objective statement	Provide maximum electoral justice opportunities for all political parties and stakeholders to realise just and acceptable electoral outcomes by ensuring that no elections are set aside.
Unaudited baselines (2012/13) (New objective statement)	No elections set aside
Justification	Accepted electoral outcome by all stakeholders through the provision of recourse to aggrieved stakeholders
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 1.5	Enhance the credibility of the voters' roll
Objective statement	Ensure an up to date and comprehensive national voters roll ahead of every statutory election by ensuring a monthly update against the national population register is performed for each month covered by this strategic plan.
Audited baselines (2011/12)	12 voters roll updates/verifications against national population register, of the voter's roll, per annum 23,1 million registered voters
Justification	To provide, in accordance with section 5 of the Electoral Act, a mechanism for valid participation in the electoral process, and to ensure the credibility of the electoral outcome which is dependent on a comprehensive and up to date voter's roll
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 1.6	Improve compliance with legal prescripts
Objective statement	Maintain and improve compliance with legal prescripts by ensuring that proportional representation (PR) replacements, candidate nomination, voting and results for electoral events occur within the prescribed legislative and operational timeframes.
Audited baseline (2011/12)	<p>100% Voters' roll certification occurs on the date specified in election timetable</p> <p>100% Elections and By-elections conducted on date specified in election timetable</p> <p>100% Municipal PR seat vacancies filled within 35 calendar days</p> <p>100% Election results are announced by the Electoral Commission within 7 day period after election day</p> <p>100% Ward vacancies filled within 90 days from declaration date of ward vacancy</p>
Justification	To deliver regular free and fair elections as required by the Constitution of the Republic of South Africa.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 1.7	Continuously improve the legislative framework.
Objective statement	<p>Annually assess the legal framework of the Electoral Commission to ensure responsiveness to changing circumstances by reviewing electoral legislation in the context of:</p> <ul style="list-style-type: none"> • inputs received during debriefing sessions after electoral events; • commissioned legal opinions where appropriate; and • case law or precedent setting court judgements.
Expected baseline (2012/13) (New objective)	Draft Bill on amendments to the Electoral Act (73 of 1998) in place.
Justification	To ensure that interests of the Electoral Commission are legally protected and to ensure that the legal framework is relevant to the evolving socio-political circumstances; to ensure that the Electoral Commission acts in a manner that promotes free and fair elections.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

7.2 Resource considerations

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

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

Trends in numbers of key staff

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

Trend in the supply of key inputs

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

- a) continual cost escalations in the logistical field, especially with regards to printing of ballot papers in a transparent, yet secured manner; and
- b) cost implications of the expected increase in the number of registered voters.

7.3 Risk management

Risks relating to this programme have been identified and captured on the divisional risk register. Key risks identified include:

- a) a delay in enacting agreed legislative amendments in respect of voting processes for citizens outside of the republic. Causes of delays include the failure to reach political consensus on amendments as well as the lengthy timelines to achieve enactment. The risk is mitigated by the fact that a draft amendment bill is in place, and the PLC consultation is complete. Ministerial consultations have also begun;
- b) the environment has become more complex given, amongst others, the levels of labour unrest, the adverse economic climate, and the growing number of service delivery protests. This situation is being monitored;
- c) failure to maintain an accurate and up to date voters' roll resulting in parties and/or voters rejecting the outcome of elections as credible, free and fair is a risk. This is mitigated by the allocation of sufficient resources to ensure an accurate, up to date and comprehensive voters roll, the maintenance of adequate stock of zip zip machines and the effective reconciliation of voter registration data with the population register;
- d) supplier failure remains a significant risk. This is mitigated by due diligence processes undertaken on significant potential service providers, as well as adequate service level agreement and contract management processes and contingency planning.
- e) the Electoral Commission has experienced an increase in requests for technical assistance which may stretch the potential capacity to deliver. In mitigating this risk, the Electoral Commission will undertake careful evaluation of international requests. A framework for engagement with DIRCO will also be established to ensure coherence with various bilateral agreements.

8. PROGRAMME 2 OUTREACH *(including the key activities of Civic & Democracy Education; Research and Knowledge Management; Communication)*

The objective of programme 2 is to strengthen electoral democracy by

- a) encouraging citizen participation by providing continuous education;
- b) providing strategic and thought leadership;
- c) broadening our research agenda and issuing publications;
- d) increasing visibility through proactive consultation, effective communication and presence;
- e) facilitating platforms for political dialogue;
- f) cultivating an environment for free and fair elections; and
- g) constantly engaging the media.

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

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

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

8.1 Strategic Objectives linked to Strategic Goal 2

Strategic Objective 2.1	Encourage citizen participation by providing continuous education
Objective statement	<p>Hold the targeted number of democracy education events within the strategic planning period with a view to meaningful participation by the public in civic and democracy development matters.</p> <p><i>An event is defined as being a function with a specified target audience of at least a given minimum size (20 people), with defined inputs and outcomes. This definition is a revised definition.</i></p>
Audited baseline (2011/12)	<p>89 321 events</p> <p>This baseline was calculated using the old definition of an event and thus is not directly comparable to the future targets.</p>
Justification	This will increase informed participation in electoral processes, reduce spoilt ballots as a result of lack of knowledge of the voting process, electoral objections and reported cases of electoral intolerance.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 2.2	Provide strategic and thought leadership in the electoral sphere and place the organisation at the forefront of the discourse on electoral democracy
Objective statement	Annually facilitate discourse on matters pertaining to electoral democracy through lectures, seminars, conferences, publications and opinion pieces.
Planned baseline (2013/14) (New objective statement)	20 (lectures OR seminars OR conferences OR publications OR opinion pieces)
Justification	Deepen understanding of electoral processes This objective will contribute to creating a climate conducive to free and fair elections.
Links	Create a better South Africa and contribute to a better and safer Africa and World.

Strategic Objective 2.3	Broaden our research agenda, issue publications and preserve institutional memory
Objective statement	Develop a research agenda and generate publications and materials to preserve institutional memory during the period of this strategic plan.
Expected baseline (2012/13) (New objective statement)	Three research projects conducted and published.
Justification	To strengthen electoral democracy in South Africa. To contribute to the body of knowledge on electoral democracy.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 2.4	Increasing institutional visibility through proactive consultation, effective communication and presence
Objective statement	Conduct the targeted number of communication activities with a view to reaching the maximum number of stakeholders annually through the variety of programmes and platforms planned during the period of this strategic plan.
Audited baseline (2011/12)	18 Media releases 62 Media interviews 12 media analysis reports 10 communication platforms 157 strategic partnerships
Justification	Inform the public on electoral and democratic processes for increased public participation.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 2.5	Facilitate platforms for stakeholder dialogue
Objective statement	<p>To promote knowledge of and adherence to democratic electoral principles by holding over the period covered by this Strategic Plan :</p> <ul style="list-style-type: none"> - two meetings with the Presidency - two meetings with each provincial legislatures (18) - two meetings with the Minister of Home Affairs - two meetings with the Minister of Basic Education and provincial MEC's for education - two meetings with the Minister of DIRCO - two meetings with the Minister of COGTA and MEC's for local government - two meetings with the Minister of Police and MEC's for safety - two meetings with the Minister of State Security - two meetings with the Portfolio Committee on Home Affairs - five meetings with the leadership of political parties represented in parliament - five meetings with institutions supporting democracy - five meetings with the National House of Traditional Leaders and provincial houses of traditional leaders, where relevant - ten meetings with the leadership of Non-Governmental Organisations - two meetings each with Higher Education South Africa, SALGA, and the MDB
Expected Baseline (2012/13)	Twenty five (25) meetings
Justification	This objective will contribute to creating a climate conducive to free and fair elections.
Link	Create a better South Africa and contribute to a better and safer Africa and World.

Strategic Objective 2.6	Position the Electoral Commission as a continuously improving organization through on-going interaction and liaison with relevant international stakeholders.
Objective statement	To interact and liaise internationally over the period covered by this Strategic Plan through: <ul style="list-style-type: none"> - participating in 3 capacity-building initiatives - observing elections in 5 countries - undertaking 2 study tours - hosting 10 international delegations - attending 5 meetings of regional bodies - attending 5 meetings of intergovernmental organizations - attending 2 meetings of international non-governmental organizations
Expected Baseline (2012/13)	Twelve (12) interactions.
Justification	This objective will contribute to increasing the knowledge base and innovation in electoral democracy and contribute to creating a climate conducive to free and fair elections.
Link	Create a better South Africa and contribute to a better and safer Africa and World.

8.2 Resource considerations

Budget allocation under this programme is directed at informing and educating civil society on democracy and electoral processes. Over the 2013 MTEF R607 million has been allocated, mainly under goods and services.

Staff costs are reflected under programme 4.

Trends in numbers of key staff

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

Trend in the supply of key inputs

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

8.3 Risk management

Risks relating to this programme have been identified and captured on the divisional risk register. Key risks identified include:

- a) Human and financial resources versus scope of work need to be managed to ensure that these remain aligned. Formalised and strengthened relationships with strategic partners for sustainable delivery will also assist to address this risk.
- b) The potential failure to meet the diverse expectations of various stakeholders is a risk that will be managed by on-going liaison and consultation together with stakeholder profiling and needs assessment and monitoring the state of democracy.
- c) The impartiality and quality of the work undertaken by democracy education fieldworkers and civil society organisations poses risks to the Electoral Commission. These risks will be addressed by formally assessing the impact of programmes in respect of civic and democracy education.

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

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

- a) deepening interactions with represented political parties and independent candidates;
- b) convening consultative forums with registered political parties;
- c) processing nomination of candidates for various electoral events;
- d) administering party registration processes; and
- e) disbursement of allocations from the Represented Political Parties Fund.

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

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

9.1 Strategic Objectives linked to Strategic Goal 3

Strategic Objective 3.1	Deepening political engagement with represented parties, including convening consultative fora with registered political parties.
Objective statement	<p>To strengthen a cooperative relationship with political parties by:</p> <ul style="list-style-type: none"> conducting a predetermined number of liaison sessions, commensurate with the prevailing electoral phases, with political parties on national level; on provincial level; and municipal level; and annually ensuring that the funding in respect of political parties received from Parliament is distributed as defined in the relevant legislation.
Audited baseline (2011/12)	<p>1234 (10 national, 54 provincial, 1170 municipal)</p> <p>4 disbursements to qualifying political parties per annum.</p>
Justification	<p>To create a consultative and transparent environment of engagement in furtherance of the creation of conditions for free and fair elections.</p> <p>Parties funded as per the relevant legislation to encourage citizen participation in the democratic process.</p>
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

9.2 Resource considerations

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

Trends in numbers of key staff

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

Trend in the supply of key inputs

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

9.3 Risk management

The risk exists that losing parties may not accept results of elections. This is mitigated by liaison and consultation with political parties and a commitment to operate in an open and transparent manner. The conflict management programme and the use of security resources to maintain security and political stability also act in mitigation.

10. PROGRAMME 4 CORPORATE SERVICES *(including the key activities of human resources management; staff development & training; information & communication technology; financial management and facilities management).*

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

- a) striving for excellence at voting station level;
- b) building institutional capacity;
- c) strengthening our presence and effectiveness at local level;
- d) expanding human capital development;
- e) adhering to performance standards;
- f) becoming people-centred;
- g) managing financial and human resources well;
- h) strengthening risk management;
- i) maintaining sound industrial relations;
- j) striving to comply with national climate change policies (preserving the environment); and
- k) building institutional memory.

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

10.1 Strategic Objectives Linked to Strategic Goal 4

Strategic Objective 4.1	Strive for excellence at voting station level
Objective statement	Provide and maintain skilled electoral personnel capacity commensurate with the demands of each electoral event for the main registration weekends and the elections that will take place in the period covered by this strategic plan.
Audited baseline (2010/11 registration weekends and 2011/12 elections)	Trained and competent electoral staff in place as follows: 62,685 per main registration drive 195 878 in respect of the election
Justification	The provision of personnel capacity necessary to enable the delivery of successful electoral events.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 4.2	Build institutional capacity
Objective statement	Recruit, develop and retain a permanent staff complement as per the approved organogram that would meet the operational requirements as well as constitutional obligations of the Electoral Commission for the period covered by this strategic plan.
Expected baseline (2012/13)	Approved human resources strategy in place
Justification	Ensuring the provision, development and retention of competent and skilled human resources.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 4.3	Strengthen presence and effectiveness at local level
Objective statement	Provide adequately trained human resources at local level, specifically expansion staff, in terms of the approved organogram and the relevant expansion staff recruitment and payment plans.
Unaudited baseline (2011/12) (New objective statement)	426 expansion staff provided at a local level for the election periods as determined in the relevant payment plan
Justification	Ensuring the provision, development and retention of competent and skilled human resources.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 4.4	Adhering to performance standards
Objective statement	Ensure that individual employee performance is managed by having an approved and implemented performance management framework for the period covered by this strategic plan.
Expected baseline (2012/2013)	Performance management framework under review.
Justification	Ensure provision, development and retention of competent and skilled human resources.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 4.5	Become people centred
Objective statement	Ensure that employees' needs are addressed by the provision and implementation of an integrated employee assistance programme (EAP) for the period covered by this strategic plan.
Expected baseline (2012/13)	EAP in place
Justification	Investment in staff training and development for enhancing performance and retention of competent permanent and electoral staff. Implement the human resources training and skills development plan
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 4.6	Managing financial and human resources well
Objective statement	Annually compile a budget which is aligned with business priorities and organisational strategy in accordance with Treasury guidelines and time frames.
Audited baseline (2011/12)	Budget framework in place
Justification	This objective is necessary to ensure the effective provisioning and utilisation of the budget, and to facilitate remedial action including the reprioritisation of funds.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 4.7	Exercising oversight (monitoring, evaluation and support) by ensuring that fairly presented financial statements are prepared
Objective statement	Achieve an unqualified audit report each year for the period covered by this strategic plan.
Baseline (current year)	Unqualified audit
Justification	To retain the image of the Electoral Commission as an organisation that is accountable.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 4.8	Strengthen risk management
Objective statement	Develop and adopt a consolidated process for monitoring legal compliance by the end of the 2013/14 financial year. Implement and maintain the consolidated process during the remaining years covered by the plan.
Expected baseline (2012/13)	Consolidated legal compliance process not in place. Approved risk management framework in place. Risk register reviewed quarterly.
Justification	To promote an efficient, effective and development orientated organization
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 4.9	Maintain sound industrial relations
Objective statement	Annually review the industrial relations policy framework in consultation with relevant stakeholders (staff, unions)
Expected baseline (2012/13)	The following are in place, namely: <ul style="list-style-type: none"> • disciplinary code and procedures; • grievance policy and procedures; • recruitment and selection policy and procedures; • bereavement support policy and procedures; and • recognition agreement with NEHAWU.
Justification	To promote an efficient, effective and development orientated organization
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 4.10	Strive to comply with national climate change policies (preserving the environment)
Objective statement	Developing a green friendly culture encouraging the frugal use of resources by means of policy development and awareness sessions in the period covered by this strategic plan.
Expected baseline (2012/13)	No policy in place
Justification	To promote an efficient, effective and development orientated organisation
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 4.11	Provide and maintain adequate office infrastructure to enable a safe, secure and functional working environment.
Objective statement	Annually review and implement the facilities management plans and contracts
Expected baseline (2012/13)	Support, security and fleet management policies and procedures in place.
Justification	Ensuring efficiency of support service processes and the strengthening of compliance with policies and procedures.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 4.12	To provide and maintain an stable, secure and scalable ICT environment that meets the functional needs of the Electoral Commission
Objective statement	To review annually the ICT plan and, to achieve 97% up time on network and application system availability per annum over the period of the strategic plan.
Expected baseline (2011/12)	Approved strategy in place 97% up time achieved
Justification	To ensure the cost effectiveness and technology efficiency of the ICT infrastructure which plays a crucial role in the delivery of free and fair elections
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

10.2 Resource considerations

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

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

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

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

Trends in numbers of key staff

129 full-time staff members are responsible for performance delivery on national level. Approximately 66,000 staff are appointed at voting stations for each national registration drive and approximately 216,000 staff on Election Day. The staff structure is also expanded during election periods with between 4,000 and 5,000 staff to assist with logistical arrangements.

Trend in the supply of key inputs

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

- a) strengthening of permanent and temporary capacity at election times at municipal level to avoid logistical difficulties in view of diminishing municipal support; and
- b) paying tariffs which are commensurate with the realities of attracting a more mature and experienced Election Day staff complement.

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

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

10.3 Risk management

Risks relating to this programme have been identified and captured on the divisional risk registers.

The risk of a breakdown in labour relations is addressed by structured communication forum with unions and staff, as well as a contingency plan in an event of unforeseen industrial relations developments.

Possible delays resulting from disruptions in business continuity due to the Electoral Commission's dependence on key external service providers in the field of ICT remain a significant risk. This is mitigated by ensuring that contracts with service providers include a skills transfer element which is monitored. On-the-job training and mentoring and transfer of skills are also a priority as is the development of a contingency plan.

Relationships with and services by key state owned enterprises such as ESKOM and Telkom are a risk. This is mitigated with the installation of generators, ongoing liaison with Telkom and the development of a contingency plan.

Possible adverse audit findings are a risk that is addressed by enhanced training goals on financial prescripts and the in-sourcing of additional financial capacity as and when required. Up to date functional Standard Operating Procedures (SOPs) that are developed or reviewed where appropriate and implemented also address this risk, as will the implementation of a comprehensive induction and orientation programme and communication and awareness sessions on policies and procedures.

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

Programme 5 focusses on strengthening institutional governance by:

- a) refining institutional governance arrangements (including the Commission's structures and committees);
- b) exercising oversight: monitoring, evaluation and support;
- c) facilitating platforms for political dialogue;
- d) positioning the Electoral Commission as a continuously improving organization through on-going interaction and liaison with relevant international stakeholders.

In Programme 5 (Commission Services) provides oversight in respect of the activities of the organisation and facilitates the promotion of the principles of peaceful, free and fair elections. The Electoral Commission observes elections and provides technical election support when requested to do so on the African continent and beyond.

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

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

11.1 Strategic Objectives linked to Strategic Goal 5

Strategic Objective 5.1	Refine institutional governance arrangements (including the Commission's structures and committees)
Objective statement	Establish 6 governance committees to meet at least once a quarter and to perform a review of the effectiveness of each committee in line with the requirements of each committee's terms of reference
Expected baseline (2012/13) (New objective statement)	11 Commission meetings per annum 11 meetings of each governance committee per annum
Justification	To optimize effective oversight through adequate corporate and operational governance practices
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 5.2	Exercising oversight (monitoring, evaluation and support) by ensuring the implementation of the Electoral Commission's strategic goals and objectives, aligned with the corresponding budget allocation
Objective statement	Monitor the achievement of strategic objectives as set out in this plan on a quarterly and annual basis
Audited baseline (2011/12)	Annual and quarterly performance reports prepared and reviewed. Unqualified opinion on pre-determined objectives by the Auditor General for the period covered by this plan.
Justification	To achieve an unqualified performance audit opinion.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 5.3	Exercising oversight (monitoring, evaluation and support) by provision of assurance and value adding oversight.
Objective statement	Provide independent, objective assurance and value adding advisory services by implementing the approved risk based annual internal audit plan
Expected baseline (2012/13)	1 Risk Based Annual Internal Audit Plan, 4 quarterly progress reports; and an annual review of the effectiveness of Internal Audit
Justification	To promote an efficient, effective and development orientated organisation
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

11.2 Resource considerations

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

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

Trends in numbers of key staff

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

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

Trend in the supply of key inputs

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

11.3 Risk management

Inadequate audit readiness on the part of the auditee is a risk. This will be mitigated via a reporting mechanism. Progress on internal and external audit programmes is monitored and reported on at EXCO in order for corrective action to be taken as appropriate.

12. CONCLUSION

The successful implementation of the Electoral Commission's Vision 2018 is largely dependent not only on the quality of the organisation's permanent human capital but also on the temporary staff employed during election periods. Although the Electoral Commission prides itself in the quality of its permanent staff, the appointment of the large numbers of temporary staff which have to be appointed and trained during election periods has proven to be a challenging task. This challenge stems from the fact that temporary electoral staff are appointed for short periods of time and often has little or no relevant work experience.