ELECTORAL COMMISSION

STRATEGIC PLAN

For the fiscal years

2014/15 – 2018/19

FOREWORD

This document describes the Electoral Commission's strategic goals for the years 2014/15 to 2018/19. 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 (51 of 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 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 2014/15 to 2018/19.

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

CONTENTS

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 values, namely:

(a) impartiality;

(b) integrity;

(c) accountability;

(d) transparency;

(e) participation;

(f) responsiveness; and

(g) respect.

4. LEGISLATIVE AND OTHER MANDATES

4.1 Constitutional mandate

In terms of Section 190 of the Constitution of the Republic of South Africa (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 1998 (Act 51 of 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 national and provincial elections are also defined in the Electoral Act 1998 (Act 73 of 1998). This Act includes among other things the requirements for registration as a voter. 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 2000 (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 or 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 in respect of local government elections.

4.3 Policy mandates

The Electoral Commission undertakes its work within the Republic of South Africa independently, but is often requested by the government of South Africa to assist it with the implementation of its foreign policy through undertaking 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 were 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.

Legislative proposals have been submitted to Parliament and passed by both Houses of Parliament. Now that this has been passed into law by the President, then South African citizens abroad will for the first time have an opportunity to register at South African embassies, high commissions, and consulates. This will have financial implications, although these are not anticipated to be major.

4.5 Planned policy initiatives

The introduction of smart card technology in respect of identity documents is being implemented by the Department of Home Affairs. We have in consultation with the Department found common ground that in the short term will not have financial implications for the Electoral Commission.

Provision has been made to accommodate the limited number of smart card identity documents which are expected to be used over the 2013/14 main registration drives by potential voters. In the absence of the traditional identity book in which the registration sticker can be attached, a new form will be made available for this purpose

Following the release of the results of census 2011 by Statistics South Africa, the Electoral Commission scrutinised these results closely to identify gaps in relation to the voters' roll, especially as it pertains to its registration drives for the 2014 national and provincial elections. Currently, there are 25.3 million registered voters on the voters' roll, while the potential voting population is 31.7 million people. 80.8% of eligible voters are registered to vote.

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. 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 continues its 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; and

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.

Although the staff capacity challenges at a local level have, to a large extent been addressed by the Electoral Commission in recent years, office accommodation remains problematic. The erecting of prefabricated offices (park homes) has been piloted as an alternative to the accommodation previously provided by municipalities, and if practical this solution will be extended to other municipalities in future.

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. In this regard the recent court orders by the Electoral Court to request the MEC responsible for local government to postpone some by-elections in KwaZulu-Natal and also in North West Province should be noted. Allegations of fraudulent registrations and registration activities were the root causes of these orders.

Service delivery protests, demarcation disputes and strike action, may impact on the environment leading up to the elections. Community protest actions in Sterkspruit (Eastern Cape), Malamulele (Limpopo), Joe Morolong (Northern Cape) Lansdowne Road in Khayelitsha (Western Cape) and Bekkersdal (Gauteng) during the November 2013 and February 2014 registration drives required election officials to work closely with security forces, community leaders, political parties and other stakeholders to ensure citizen's rights to register to vote were not impacted.

Whilst in the past we have only dealt with represented parties in our Party Liaison Committees, it has become evident that unrepresented parties and increasingly, independent candidates, 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. This is a matter that the Electoral Commission is considering for the future.

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 29) and specifically at educational institutions is one of the key components of the strategy of the Electoral Commission. In September and October 2013 the Electoral Commission, in partnership with the Department of Basic Education undertook a schools democracy programme which was very successful and this initiative will most certainly be undertaken yearly.

The success of this strategy was evident during both the November 2013 and February 2014 registration drives when approximately 80% of the new registrations emanated from young people under the age of 30 years.

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.

Making information accessible and provisioning information in diverse formats and on diverse platforms including the proactive use of new media and social platforms are impacting positively on the Electoral Commission's communications campaigns. New channels of interaction via our FaceBook page (IECSouthAfrica) and Twitter account (@IECSouthAfrica) have proven highly popular. The FaceBook page in particular has grown with over 135 000 people

who "liked" the page, making it one of the top 70 brands in South Africa. Over 270 000 people have also joined as contacts under Mxit, putting the Electoral Commission in the top 30..

As at 31 October 2013, there were 23 139 142 people registered to vote representing 73.6% of the voting age population according to the 2011 census figures. Through its registration efforts, the Electoral Commission increased registrations to 80.5% of the voting age population during the two registration drive held in November 2013 and February 2014.

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 registration drives and the elections to be held in 2014 and 2016, namely to:

a) strengthen its 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 complement;

c) substantially improve on and increase the amount of training provided to such electoral staff to equip them to deal with the increasingly litigious environment,

d) adjust its capacity and programmes to be able to deal with complaints, objections, disputes and court cases as well as conflict resolution management;

e) sensitise permanent and temporary staff about the dangers and complications of electoral fraud in order to protect the integrity and credibility of electoral processes;

f) further increase the focus on democracy and voter education as well as the dissemination of information through civil society and the media;

g) deal with the cost escalations in the logistical field, especially with regards to printing and the increased cost of diminishing municipal support;

h) expand on the erecting of prefabricated offices (park homes) which had been piloted as alternative for the accommodation previously provided by municipalities;

i) replace the stock of zip-zips in the MTEF period as these will be reaching the end of their useful lives;

j) carry out an IT hardware refresh and platform upgrade on a 5 year cycle; and

k) 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

ELECTOAL COMMISSION STRUCTURAL ORGANOGRAM
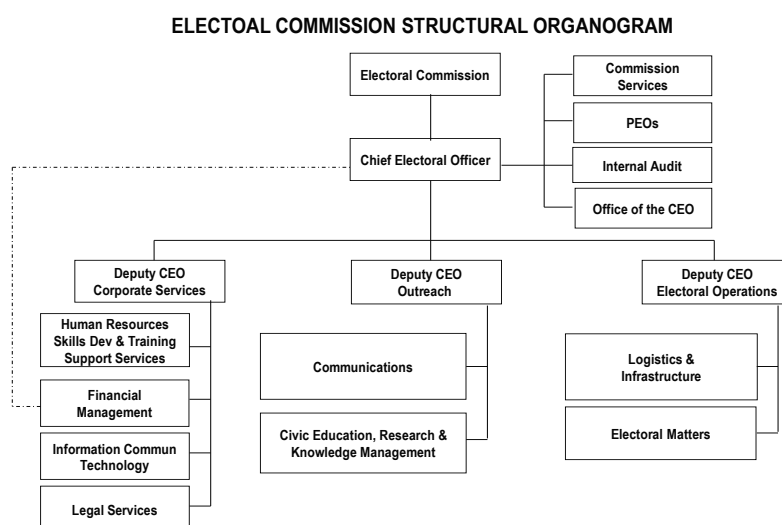
The Commission comprises five members appointed by the President, one of whom shall be a judge. The Chairperson and Deputy Chairperson of the Commission are designated by the President from amongst members of the Commission.

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 1 034 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 staff turnaround has remained stable with key personnel also retained.

5.3 Description of the strategic planning process

In November 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. Officials from all levels of the organisation 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.

During the 2014 MTEF budget process public entities and constitutional institutions' spending and performance was analysed in terms of their core functions / mandates. These institutions were required to reflect their spending and performance information in a new programme format and a new programme budget structure was developed between National Treasury and each entity. Entities were requested by National Treasury to adjust their strategic and annual performance plans in line with the new programme budget structure review. This

strategic plan is a new plan for the 5 year period beginning on 1 April 2015 that reflects this re-visioning exercise as well as the programme budget structure review.

A task team was established to review the previous strategic plan, taking cognisance of Vision 2018 while aligning the plan with the new programme budget structure. The task team developed a draft plan, which formed the basis for discussion at a strategic planning workshop which was held on 3 and 4 September 2013.

At the workshop, working groups were constituted to consider the draft plan and to develop consensus on the activities that are to form the core of the Commission's work plan for the period covered by the plan.

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 15 November 2013. The **draft** plans were adopted by the Commission on 22 November 2013 and will be finalised in accordance with National Treasury timelines before tabling in Parliament.

6. MAIN STRATEGIC OUTCOME ORIENTED PROGRAMME GOALS OF THE COMMISSION

Strategic Outcome Oriented Goal, linked to Programme 1	**Strengthening governance, institutional excellence, professionalism and enabling business processes, at all levels of the organisation**
Goal statement	Provide strategic direction; monitor the implementation of, and adherence to organisational policies, and achievement of goals and objectives, and to improve efficiency and effectiveness for the period covered by this plan. 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, linked to Programme 2	**Achieving pre-eminence in the area of managing elections and referenda, including the strengthening of a cooperative relationship with political parties.**
Goal statement	Organise and manage regular elections through the participation of voters and political parties (including independent candidates) and declare results thereof within seven days.
Strategic Outcome Oriented Goal, linked to Programme 3	**Strengthening electoral democracy**
Goal statement	Inform and educate the public on electoral democracy with a view to strengthening participation in electoral processes. Engage and liaise with relevant stakeholders nationally and internationally in order to promote knowledge of and adherence to democratic electoral principles and promote collaboration with the same when necessary.

These goals are executed within three programmes, i.e. Administration, Electoral Operations and Outreach.

PART B: PROGRAMMES, SUB-PROGRAMMES AND STRATEGIC OBJECTIVES

7. PROGRAMME 1: ADMINISTRATION

7.1 Programme Purpose

The purpose of Programme 1 is to provide the overall strategic management of the Electoral Commission and centralised support services.

7.2 Sub-programmes

There are two sub-programmes under Programme 1, namely:

1.1 Management focusses on strengthening governance by refining institutional governance arrangements (including the Commission's committees and structures), exercising oversight, monitoring, evaluation and support.

In this sub-programme members of the Commission provide oversight in respect of the activities of the organisation, and facilitate the promotion of the principles of peaceful, free and fair elections.

The Office of the Chief Electoral Officer which also resides under this sub-programme 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 and works to improve the effective and efficient functioning of the Electoral Commission.

1.2 Corporate Services focuses on the strategic goal of strengthening institutional excellence and professionalism at all levels of the organisation; building institutional capacity; expanding human capital development; adhering to performance standards; becoming people-centred; managing financial and human resources well; strengthening risk management; maintaining sound industrial relations; striving to comply with national climate change policies (preserving the environment); and building institutional memory.

This sub-programme provides enabling business processes and systems in respect of financial management and information and communication technology, legal services, human resources management and facilities management to efficiently and effectively support the core business of the Electoral Commission. The Electoral Commission's training programme is also run under this sub-programme.

7.3 Strategic Objectives linked to Programme 1

Strategic Objective 1.1	Exercising oversight (monitoring, evaluation and leadership) by ensuring the implementation of the Electoral Commission's core mandate, strategic goals and objectives, aligned with the corresponding budget allocation.
Objective statement	Monitor: (a) exercising leadership and good corporate governance by monitoring delivery on mandate; (b) the achievement of strategic objectives as set out in this plan on a quarterly and annual basis as aligned to the budget; and (c) compliance with all applicable legislation; during each year covered by this strategic plan.
Audited baseline (2012/13)	Annual and quarterly performance reports prepared and reviewed.
Justification	To ensure achievement of mandate and strategic objectives.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 1.2	Exercising oversight (monitoring, evaluation and support) by provision of assurance and risk management services.
Objective statement	Provide independent and objective assurance and value adding advisory services by implementing the approved risk-based annual internal audit plan and by managing risks as identified during each year covered by this strategic plan.

Audited baseline (2012/13)	1 Risk-Based Annual Internal Audit Plan,
	4 quarterly progress reports; and an annual review of the effectiveness of Internal Audit.
	Strategic risk register reviewed quarterly.
Justification	To ensure independent and objective assurance to those charged with oversight.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 1.3	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 (2013/14)	835 filled posts
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 1.4	Manage financial resources effectively.
Objective statement	Achieve an unqualified audit report each year for the period covered by this strategic plan.
Audited baseline (2012/13)	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 1.5	Provide and maintain a stable, secure and scalable ICT environment that meets the functional needs of the Electoral Commission
Objective statement	Annually review the ICT strategy and plan and achieve 97% up time on network and application systems in each year covering the period of the strategic plan.
Audited baseline (2012/13)	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.

7.4 Resource considerations

Over the 2014 MTEF R1.1 billion has been allocated in total to this programme in respect of goods and services and R433.5 million in respect of compensation of employees and R46.7 million for assets.

Expenditure under sub-programme 1.1 peaks during an election year when workshops are conducted by the Commissioners and 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.

Budget allocation under sub-programme 1.2 is directed at supporting the core business of the Electoral Commission. For the 2014 MTEF period over and above the normal inflationary adjustments, goods and services under this programme increase during election periods, mainly as a result of the sourcing of professional services in the ICT unit and additional warehousing accommodation on local level. 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 includes salary packages, reimbursive travel claims, cell phone allowance, overtime and employer contributions.

Trends in numbers of key staff

There are three full-time Commissioners and two part-time Commissioners who are responsible for oversight, monitoring evaluation and support.

There are 188 full-time staff members, inclusive of the CEO and his office staff, responsible for performance delivery and providing of support in achieving the strategic goal and objectives of this programme.

Trends in the supply of key inputs

The vision of the Commission (Vision 2018) has been incorporated not only in this programme but also in the strategic plan as a whole. 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.

7.5   Risk management

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

Progress on internal and external audit programmes is monitored and reported on at the Executive Management Committee (EXCO) and findings identified are considered by the Executive Risk Management Committee (ERMC) to identify existing and emerging risks in order for corrective action to be taken as appropriate.

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

Timeous delivery of services from key state owned enterprises such as ESKOM and Telkom especially when these are required in an emergency are a risk. This is mitigated with the installation of generators and ongoing liaison with ESKOM and Telkom.

Possible adverse external audit findings are a risk that is addressed by enhanced training 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.

8. PROGRAMME 2: ELECTORAL OPERATIONS

8.1 Overall Programme Purpose

Programme 2 focuses on the strategic goal of achieving pre-eminence in the area of managing elections and referenda by striving for excellence at voting station level; ensuring accessibility and suitability of voting facilities and processes; managing results; maximising electoral justice for all stakeholders in the electoral process; enhancing the credibility of the voters' roll; ensuring compliance with legal prescripts; and continuously improving the legislative framework.

This programme also focuses on the strategic goal of strengthening a cooperative relationship with political parties by deepening interactions with represented and unrepresented political parties and independent candidates; convening consultative forums with registered political parties; processing nomination of candidates for various electoral events; administering party registration processes; and disbursement of allocations from the Represented Political Parties Fund.

8.2 Subprogrammes

There are six subprogrammes under Programme 2, namely:

2.1 Electoral Operations Management provides the strategic management for Programme 2.

2.2 Electoral Matters 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.

2.3 Logistics and Infrastructure 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.

2.4 Political Liaison 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.

2.5 Provincial and local offices provides for the resources and decentralised support costs in provinces, excluding accommodation (rental costs).

2.6 Electoral capacity building provides for the salaries, allowances and training costs of all categories of electoral staff. The staff structure is expanded significantly during election periods when additional resources are imperative to cope with the huge workload and difficult logistical arrangements.

8.3   Strategic Objectives linked to Programme 2

Strategic Objective 2.1	Manage free and fair elections in accordance with the applicable electoral timetables.
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 for each year covered by this strategic plan.
Audited baseline (2012/13)	100% Voters' roll certification occurs on the date specified in election timetable. 100% Elections and By-elections conducted on date specified in election timetable. 100% Municipal PR seat vacancies filled within 35 calendar days. 100% Election results are announced by the Electoral Commission within 7 day period after election day. 100% Ward vacancies filled within 90 days from declaration date of ward vacancy.
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 2.2	Maintain an accurate national common 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 baseline (2011/12)	23.3 million registered voters 12 voters' roll updates/verifications of the voters' roll against the national population register per annum.
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 voters' roll.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 2.3	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 (2010/11 registration weekends and 2011/12 elections)	Established Delivery Channel • Warehouses = 10 (1 national; 1 in each of the 9 provinces); • Local offices and election storage facilities = 1 per municipality during main registration periods and electoral events; • Contracted distribution services = 1 fulltime national contract to support electoral events; and • 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 2.4	Provide consultative and cooperative liaison platforms between the Electoral Commission and political parties to facilitate free and fair elections.
Objective statement	Strengthen a cooperative relationship with political parties by: a) conducting a predetermined number of liaison meetings, commensurate with the prevailing electoral phases, with political parties on national level, on provincial level, and on a municipal level; and b) annually ensuring that the funding in respect of political parties received from Parliament is distributed as defined in the relevant legislation c) in each year covered by this strategic plan.

Audited baseline (2012/13)	1325 (5 national, 49 provincial, 1271 municipal) Political Liaison Committee meetings.
	4 disbursements to qualifying political parties per annum.
Justification	To create a consultative and transparent environment of engagement in furtherance of the creation of conditions for free and fair elections.
	Parties funded as per the relevant legislation to encourage citizen participation in the democratic process.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 2.5	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
	426 expansion staff provided at a local level for the election periods as determined in the relevant payment plan
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.

8.4 Resource considerations

In total R1.5 billion has been allocated to this programme for goods and services over the 2014 MTEF period. Compensation of employees amounts to R1.2 billion.

Expenditure under this programme increases significantly (by approximately 288%) in an election year as compared to a non-election year. Over and above the normal inflationary adjustments, goods and services under this programme increase during election periods, mainly as a result of the cost of voting station infrastructure, logistical arrangements, as well as the recruitment, appointment and training of staff appointed at voting stations during main registration drives and elections. 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.

Trends in numbers of key staff

758 full-time staff members (of which 734 are based on provincial and municipal levels) are responsible for service delivery under this programme

Furthermore, approximately 50,100 staff are appointed at voting stations for each national registration drive and approximately 216,000 staff on Election Day. The permanent staff structure is also expanded during election periods with between 4,500 and 5,000 contract staff (including assistant project coordinators and area managers) 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:

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

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

c)   cost implications of additional assistance that political parties require as and when these are manifested;

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

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

Furthermore, training of electoral staff, especially around special voting processes and procedures has been identified as an area which needs to be substantially improved before the 2014 elections. A review of the service delivery model has resulted in the creation of 52 permanent senior administration officer posts across the country. The aim of these posts was 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 development of modular training and ensuring that we facilitate sustainable skills development to enhance the professionalism of Election Day staff was a key outcome of Vision 2018.

8.5 Risk management

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

a)   the environment has become more complex given, amongst others, the levels of service delivery protests, demarcation disputes and strike action. This situation is being monitored;

b)   challenges relating to the maintenance of the 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; enhanced training of permanent and electoral staff on the implications of electoral fraud, and the effective reconciliation of voter registration data with the population register;

c)   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 agreements, contract management processes, and contingency planning.

d)   the Electoral Commission has experienced an increase in requests for technical assistance which 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 the Department of International Relations and Cooperation (DIRCO) will also be established to ensure coherence with various bilateral agreements.

e)   the risk exists that losing parties may not challenge the 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.

9. PROGRAMME 3 OUTREACH

9.1 Programme Purpose

The purpose of this programme is to strengthen electoral democracy and encourage citizen participation by providing continuous education; strategic and thought leadership on matters pertaining to electoral democracy; broadening our research agenda and issuing publications; increasing visibility through proactive consultation, effective communication, and presence amongst our stakeholders and communities; facilitating platforms for political dialogue; cultivating an environment conducive for the holding of free and fair elections; and constantly engaging the media.

9.2 Subprogrammes

There are four subprogrammes under Programme 3, namely:

3.1 Outreach Management provides the strategic management for Programme 3.

3.2 Civic and Electoral Democracy Education informs and educates the public on electoral democracy with a view to strengthening participation electoral processes. **Research** optimises available data in order to inform organisational planning and other decision making processes. It tracks emerging trends (perceptions and attitudes) in the social context that assist the Electoral Commission determine its response. It also considers latest developments in democratic elections administration.

3.3 Communications actively supports the Electoral Commission's efforts to strengthen electoral democracy and ensure free and fair elections. It works to protect and enhance the image of the Electoral Commission through strategic communication with the Commission's stakeholders, including political parties.

3.4 Stakeholder Engagement and Liaison engages and liaises with a set of stakeholders nationally and internationally in order to promote knowledge of and adherence to democratic electoral principles and promotes collaboration with the same when necessary.

9.3 Strategic Objectives linked to Programme 3

Strategic Objective 3.1	Encourage the electorate's engagement with, and participation in electoral processes.
Objective statement	Achieve a voter turnout of 80% for national and provincial elections in 2014 and 60% for local government elections in 2016.
Audited baseline 2009/10 and 2011/12	The voter turnout in the last national and provincial election (2009) was 77.3% and for the last municipal election (2011) was 57.6%
Justification	This is a measure of participation in electoral processes.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 3.2	Achieve a low rate of spoilt ballots.
Objective statement	Keep the rate of spoilt ballots below the international norm for spoilt ballots which is 1.6% in each reporting period in national, provincial, local government elections.
Unaudited baseline (2011/12)	1.89% of ballots cast in the 2011 municipal elections.
Justification	Spoilt ballots are a measure of the efficacy of balloting education. 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 can however indicate a deliberate intention to spoil a ballot. The latter is typically an expression of discontent with an aspect of the voting process.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Objective 3.3	Enhance the Electoral Commission's reputation as a credible and trustworthy Electoral Management Body.
Objective statement	Within the five year period covered by this strategic plan, achieve 903 engagements/ collaborations with domestic, regional and international stakeholders to share and benchmark expertise and good practice.
Audited baseline (2012/13)	73 strategic partnerships and 24 meetings with key stakeholders.
Justification	To run elections effectively and efficiently, there is a need to see all South Africans (whether they are eligible to vote or not) as stakeholders in the endeavour to create an environment that is conducive to free and fair elections. The Electoral Commission needs to ensure that its stakeholders understand the measures put in place to ensure transparency.
Links	Create a better South Africa and contribute to a better and safer Africa and World.

Strategic Objective 3.4	Provide thought leadership in the field of electoral management and related fields.
Objective statement	Within the five year period covered by this strategic plan, facilitate 20 research projects, information sharing sessions, debates or general discourses on matters pertaining to electoral democracy through lectures, seminars, conferences, publications and opinion pieces.
Audited baseline (2012/13)	5 research projects conducted.
Justification	As the Electoral Commission becomes more experienced in election management and 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.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

9.4 Resource considerations

Budget allocation under this programme is directed at informing and educating civil society on democracy and electoral processes. Over the 2014 MTEF period R434.8 million has been allocated under goods and services and R243.6 million in respect of compensation of employees. Some of this funding may, however, have to be re-prioritised and allocated to the compensation of employees depending on the outcome of the revised civic and democracy education model which is currently being developed and which will be implemented during the MTEF period. 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.

Expenditure peaks during registration and election periods when civic education and communication programmes peak and civic education expansion staff come on board. A further factor is the international observer missions which are hosted by Commission Services during these periods.

Trends in numbers of key staff

22 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 92 posts. The aim of these posts is to provide permanent capacity to revitalise the outreach programme. These posts will also provide permanent training capacity to enhance the professionalism of Election Day staff, another key outcome of Vision 2018. The staff structure is expanded during election periods with contract staff and fieldworkers to assist with civic education programmes as outside of general elections, the Electoral Commission has an opportunity to strengthen electoral democracy through outreach programmes.

Trends 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.

9.5 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 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.

10. 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 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 have little or no relevant work experience.

It should be noted that, although the Commission is cognisant of and has already implemented some of the elements contained in Vision 2030 in the National Development Plan, other elements will only be incorporated in its future strategic and annual performance plans and might influence future strategies and decisions of the Commission.