



SOUTH AFRICA

ELECTORAL COMMISSION OF SOUTH AFRICA
STRATEGIC PLAN
2025 - 2030



A portrait of Mosotho Moepya, the Chairperson of the Electoral Commission, is positioned on the left side of the page. He is a middle-aged Black man with a short beard and mustache, wearing a dark suit, white shirt, and a red patterned tie. He is looking directly at the camera with a slight smile. The background behind him is a light blue and white abstract geometric pattern. The text on the right is in a clean, sans-serif font.

FOREWORD BY EXECUTIVE AUTHORITY

As a Chapter Nine institution, the Electoral Commission operates on 5-year strategic periods to ensure that the operations of the Commission respond to the environment in which it operates at any given time. This strategic plan covers the period starting 1 April 2025 and will end on 31 March 2030.

Our strategic priorities are translated into a series of five Annual Performance Plans that detail our performance targets for each of the five years that make up a strategic period.

The need to stay true to the Electoral Commission's vision of becoming pre-eminent in electoral democracy remains a cornerstone and anchors the process of re-visioning the organisation.

This document outlines the Electoral Commission's centennial vision and strategic intent, that sets the organisation on a new trajectory. This trajectory will ensure that the Electoral Commission responds to the needs of both the stakeholders and the community at large. We aim to continuously inform and engage citizens and stakeholders,

Chairperson: Mosotho Moepya

thereby encouraging participation in electoral democracy.

The strategy boldly responds to our mandate, which is to manage free and fair elections of legislative bodies and institutions through the participation of citizens, political parties, and civil society in deepening electoral democracy.

The development of this strategic plan came after the highly contested 2024 National and Provincial Elections (NPE). The strategic thrust derives from the experiences and lessons learned from this momentous task, which we have completed with diligence and profound gratitude to the people of South Africa.

We had a smooth introduction of a new electoral system under the Electoral Amendment Act, which allowed independent candidates to contest for seats in the National Assembly and Provincial Legislatures.

Although the 2024 elections were our most challenging elections yet, they were also the most peaceful, which speaks to the democratic values that unite us all. These elections tested the strength of our institutions, the integrity of our systems, and the resolve of our citizens.

Our mission still places a high priority on election integrity, which is clearly reflected in this plan. We continue to work hard to

strengthen strict procedures to ensure that the results of elections represent the will of South Africans.

During this strategic period, the Electoral Commission will host the 2026 Local Government Elections, as well as the 2029 National and Provincial elections (NPE). The 2026 elections will provide an opportunity for us to reflect on our experience of the 2024 NPE, improve where we fell short, and leverage available platforms for better collaboration and customer experience. We cannot lower our guard now because we know we have a huge task ahead of us in the coming months.

The Electoral Commission has remained steadfast in its commitment to upholding the principles of free and fair elections. We have ensured that every eligible citizen has the opportunity to exercise their constitutional right to vote, through a meticulously planned and executed voter registration process.

As the Commission, we are fully supportive of the organisation's strategy, and we look forward to seeing the fruits of its impact on government, political parties, and the citizens of our beloved nation.

Mosotho Moepya
Executive Authority
Electoral Commission

ACCOUNTING OFFICER'S STATEMENT

This document describes the Electoral Commission's Strategic Plan for 2025-2030, which aims to support the overall impact statement, as well as the strategic outcomes and outputs of the Electoral Commission.



Chief Electoral Officer: Sy Mamabolo

The Electoral Commission of South Africa is a Chapter Nine institution, established in terms of the Electoral Commission Act of 1996 and is responsible for organising and delivering elections in South Africa, including national, provincial, and local government elections.

The Commission is mandated to ensure that these elections are free, fair and to declare the results of the elections within a prescribed period.

The Electoral Commission Act of 1996 also sets out the composition, powers, functions and duties of the Electoral Commission.

The Commission's strategic outcomes over the medium term are to:

1. Strengthen institutional effectiveness;
2. Deliver free and fair elections of representatives;
3. Inform and engage citizens and stakeholders in electoral democracy; and
4. Contribute to the enhancement of transparency in elections and party funding.

These outcomes are executed within four programmes:

- Administration (Outcome 1),
- Electoral Operations ((Outcome 2),
- Outreach (Outcome 3), and
- Party Funding (Outcome 4).

This document describes the Electoral Commission's 2025-2030 Strategic Plan (SP) which aims to support the realisation of its constitutional and legal mandate.

The SP submission is an instrument for assessing the effectiveness of the institution in pursuit of its mandate.

During the previous financial year, the institution was engaged in activities which supported the delivery of the 2024 National and Provincial Elections which were, without doubt, the most complex, highly contested and logistically demanding in our history.

The Electoral Commission successfully championed a new electoral dispensation, occasioned by the Electoral Amendment Act, which enabled independent candidates to contest for seats in national and provincial legislatures.

“

The lessons learned and changes implemented during the previous strategic period has positioned the Commission well for continued success during the next strategic period.

Sy Mamabolo, Chief Electoral Officer, Electoral Commission

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The pre-election processes of delimitation, stakeholder engagement and civic education, voter registration, voting station infrastructure, recruitment and training, and all parts of the electoral timetable prior to voting day ensued. The election phase followed and included candidate nomination, ballot paper production and voting activities including special votes, voting on election day, as well as counting and capturing of results.

Election day activities, including voting, counting and results collation, constitute the bedrock of the overall election phase. The 2024 elections challenged and tested the endurance levels of, not only the Electoral Commission, but also political parties and independent candidates, the media, government, security agencies, and the South African citizenry alike.

Despite the challenges, the Electoral Commission was once again able to maintain its track record of delivering free, fair and credible elections. This was no mean feat in an environment characterised by the maturing of our democracy and all this implies, and the resultant higher expectations from all stakeholders.

Over the medium term the Electoral Commission will focus on preparations for the 2026 Local Government Elections (LGE). As a result, the bulk of the Electoral Commission's budget over the medium term will be directed towards spending linked to the main performance areas, namely the Electoral Operations and Outreach programmes.

Over the medium term the Electoral Commission will also embark on various technology initiatives that are operational imperatives

required to enhance the registration, voting and counting processes.

Planning for the 2026 LGE commenced in the 2024/25 financial year. The Electoral Commission will continue to undertake elections preparations for the conduct of online voter registration and two general voter registration events by end 2026. Voter registration events provide opportunities for new voters to register, to update the details, including address details, of already registered voters, and for interested persons to inspect the voters' roll.

Significant cost drivers associated with a registration event are: procurement, distribution and warehousing of registration materials, and provision of logistical and infrastructure support to support the network of voting stations. These activities will be followed by the 2026 LGE, that by law is required to take place between end 2026 and early 2027.

The Electoral Commission continues to undertake extensive civic and democracy education and communications campaigns to ensure the credibility and integrity of electoral processes. Through these campaigns, which feature on various media platforms such as newspapers, television, radio and social media, the Electoral Commission keeps the electorate informed and administration of the Electoral Commission is fully committed to implementing this Annual Performance Plan.

Greater attention will be given to the role that social media can play in registration and voting activities.

The 2025 – 2030 /26 Annual Performance Plan is aimed at supporting the overall strategic priorities and policy priorities of the Electoral Commission

With the support of the Commission, as outlined by the Chairperson of the Commission in his statement above, the underlying aim is to attain high voter turnout on election days. Addressing electoral disinformation and misinformation and intensified media campaigns remain a key area of focus to create awareness of any innovations

South Africa's more than 23 000 voting stations) are scheduled to open during electoral events that will include two registration weekends, two special voting days and an election day for the 2026 LGE. Over 200 000 fixed-term staff will be recruited, trained and deployed over the medium term to administer processes at voting stations.

In preparation for the 2026 LGE, the Commission will be responsible for updating addresses on the national voters' roll and registration of new voters, as well as the procurement of items on the bill of electoral materials, which includes ballot papers, ballot boxes and stationery used at voting stations during the election.

The lessons learned and changes implemented during the previous strategic period has positioned the Commission well for continued success during the next strategic period.

We undertake to remain ever vigilant as we pursue our mandate of achieving free and fair elections in the country,

Sy Mamabolo
Chief Electoral Officer
Electoral Commission

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The Electoral Commission has remained steadfast in its commitment to upholding the principles of free and fair elections. We have ensured that every eligible citizen has the opportunity to exercise their constitutional right to vote, through a meticulously planned and executed voter registration process.

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Mosotho Moepya, Executive Authority, 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 impact, outcomes and outputs that the Electoral Commission will endeavour to achieve over the medium term.



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PART

A

OUR MANDATE



1. CONSTITUTIONAL MANDATE

In terms of Section 190 of the Constitution of the Republic of South Africa, Act No. 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 is prescribed by national legislation and that is as short as reasonably possible.

2. LEGISLATIVE AND POLICY MANDATES

2.1 LEGISLATIVE MANDATES

Electoral Commission Act

The Electoral Commission Act, Act No. 51 of 1996, makes provision for the establishment and composition of the Electoral Commission and for the establishment, powers, duties and functions of the Electoral Commission.

The duties and functions of the Electoral Commission are defined in section 5 of the Electoral Commission Act 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 cooperation 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 make recommendations in connection therewith;
- (k) promote voter education;
- (l) promote cooperation 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 that may arise from the organisation, administration or conducting of elections and that are of an administrative nature; and
- (o) appoint appropriate public administrations in any sphere of government to conduct elections when necessary.

Other key pieces of legislation that govern elections in South Africa include the following:

Electoral Act, Act No. 73 of 1998, and Local Government: Municipal Electoral Act, Act No. 27 of 2000

These Acts regulate all aspects relating to the conduct of national, provincial and municipal elections, including providing for an Electoral Code of Conduct, which is aimed at creating a climate that is conducive to free and fair elections.

Local Government: Municipal Structures Act, Act No. 117 of 1998

This Act provides for the establishment of municipalities of different categories and types and provides for appropriate electoral systems for the election of office-bearers.

The Political Party Funding Act, Act No. 6 of 2018

The Political Party Funding Act provides legislation for three key areas:

- (a) The annual disbursement of public money to political parties and independents represented in national and provincial legislatures through the Represented Political Fund (RPF).
- (b) The establishment of a new Multiparty Democracy Fund (MPDF), which will accept private contributions and disburse these to political parties and independents represented in national and provincial legislatures.

- (c) The regulation of private funding (donations) to political parties, independent candidates and independent representatives, including requiring disclosure of all donations above an annual threshold by political parties independent candidates and independent representatives, and donors, and imposing certain restrictions on the source and use of such donations.

The Political Party Funding Act was assented to by the President in January 2019 and is due to be implemented in a phased approach over the next two to three years with provisions only commencing once the necessary regulations, capacity and systems are in place.

2.2 POLICY MANDATES

The Electoral Commission undertakes its work within the Republic of South Africa independently, but also plays a key role in regional, continental, and international election management fora and programmes. The Department of International Relations and Cooperation (DIRCO) often requests assistance with the implementation of its foreign policy by undertaking technical electoral assistance to other countries. Where this happens, funding and permission are sought and obtained from the government of the Republic of South Africa. The Electoral Commission also assists other state bodies (e.g. traditional councils), as well as civil society and community organisations (e.g. workers' unions), to run their elections.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

In line with policy initiatives proposed in the previous Strategic Plan, the Electoral Commission will do the following:

- (a) Enhance the voter registration process to include provision for online registration and updating registration particulars to allow for a more accessible, efficient, accurate and cost-effective registration process. Electronic registration will serve to encourage a larger number of registrations by under-registered categories of potential voters, especially young persons.
- (b) Enhance the integrity and security of the registration and voting process through the development and implementation of a new generation of electronic registration devices and a live voting management tool that will allow for voter registrations “in the field”, as well as online geo-coding and the mapping of voter addresses. This will also link voters at voting stations to the voters’ roll to prevent multiple voting.
- (c) Capitalise on advances in technology to expand the electronic service offering to political parties and voters, thereby streamlining and simplifying accessibility and interactions, including the provision of online candidate nominations, party registrations, party funding disclosures, applications for special votes and exploring opportunities for e-voting.
- (d) Propose legislative amendments to the Municipal Electoral Act and the Electoral Act before the next municipal, national and provincial elections to further enhance the integrity of the electoral process. This includes defining a specific period in the election timetable for objections to the voters’ roll to minimise challenges to the outcome of elections based on deficiencies in the voters’ roll.
- (e) Conduct research into voter perceptions regarding various aspects of the electoral process to help identify reasons for declining voter registration and participation in South Africa with a view to developing mitigation strategies, including education and communication campaigns.
- (f) Expand the reach and effectiveness of communication and civic education campaigns aimed at all stakeholders. This includes the utilisation of technology (especially social media and other online opportunities), partnerships, donor and sponsorship opportunities, where possible, to help mitigate the resource constraints facing the organisation.
- (g) Develop and implement online training programmes to enhance the accessibility, effectiveness and cost-efficiency of training election officials and other stakeholders in the electoral process (including party agents).

4. RELEVANT COURT RULINGS

4.1 CONSTITUTIONAL COURT RULING ON INDEPENDENT CANDIDATES

In *New Nation Movement NPC & Others v the Electoral Commission & Others*, the applicants approached the High Court of South Africa, Western Cape Division, Cape Town, for a declaratory order that section 57A and Schedule 1A to the Electoral Act are unconstitutional and invalid. Section 57A provides for an electoral system where only registered parties can contest a national and provincial election, and not independent candidates.

The application was dismissed by the High Court and the applicants sought leave to appeal directly to the Constitutional Court.

On 11 June 2020, the Constitutional Court handed down judgement in which the appeal was upheld and the Electoral Act was declared unconstitutional to the extent that it requires adult citizens may be elected to the National Assembly and Provincial Legislatures only through their membership of political parties.

The Electoral Amendment Act (1 of 2023) was proclaimed with effect from 19 June 2023 to effect consequential amendments to *inter alia* the Electoral Act to allow independent candidates to contest elections for the National Assembly and Provincial Legislatures. Amongst other things, the Electoral Amendment Act split the 400 seats in the National Assembly into 200 compensatory seats and 200 regional seats, with independent candidates being able to contest the elections for the 200 regional seats.

The result of this was that a third ballot paper, being a ballot paper for the regional seats, was introduced.

4.2 CONSTITUTIONAL COURT RULING ON COMPENSATORY AND REGIONAL SEAT SPLITS (200/200)

In *Independent Candidate Association South Africa NPC vs, The President of the Republic of South Africa and Others*, the Independent Candidate Association South Africa NPC (“ICA”) approached the Constitutional Court for direct access to challenge certain provisions of the Electoral Amendment Act.

The ICA sought a declaratory order that Schedule 1A to the Electoral Amendment Act was unconstitutional to the extent that it provided for 200 seats in the National Assembly to be filled by independent candidates and candidates from regional lists of political parties (regional seats) and 200 seats to be filled by candidates from national lists of political parties (compensatory seats). The ICA contended that Parliament acted unconstitutionally by splitting the seats in the National Assembly into 200/200 and that only allowing independent candidates to contest the 200 regional seats was irrational, arbitrary and favoured political parties.

In a unanimous judgement, the Constitutional Court held that wide latitude is given to Parliament to consider the manner in which to conduct the electoral system. At least on the requirement of achieving proportionality, the 200/200 split chosen by Parliament passes constitutional muster. Moreover, the 200/200 split achieves a legitimate governmental purpose in achieving proportional representation in general while also avoiding the risk of overhang.

The Court held further the fact that a law affects different categories of people differently and does not prove a violation of the right to equality as provided in section 9 of the Constitution. The person alleging the violation should provide evidence to support the alleged violation. The Court held that the applicant failed to discharge the onus of proving that the model articulated by Parliament infringes on the equal protection provisions and that the applicant had not been able to prove that (a) the split is arbitrary and (b) a vote for an independent candidate carries less weight.

The Constitutional Court granted direct access but dismissed the challenge to the 200/200 split.

4.3 CONSTITUTIONAL COURT RULING ON INDEPENDENT CANDIDATE CONTESTATION REQUIREMENTS

In *One Movement South Africa NPC v The President of the Republic of South Africa and Others, One Movement South Africa NPC* (“OSA”) approached the Constitutional Court for direct access to challenge certain provisions of the Electoral Amendment Act.

OSA mounted two constitutional challenges to the EAA. The first challenge was directed at the provisions of section 31(B)(3), which require an independent candidate and a new political party – that is, a political party that is not yet represented in the National Assembly or in any Provincial Legislature – to secure and produce supporting signatures of registered voters in the relevant region amounting to 15% of the quota of the relevant region in the preceding election in order to be allowed to contest an election. A quota is the total number

of votes that a political party or independent candidate must obtain in an election to get one seat. It was contended that the 15% signature requirement was too high and constituted a barrier to entry for independent candidates.

The second constitutional challenge mounted by OSA related to those provisions of the EEA which prescribe how the recalculation of allocations of seats is done whenever a seat in the National Assembly or a Provincial Legislature previously occupied by an independent candidate becomes vacant, either because of death or resignation. The relevant provisions are item 11(f) of the amended Schedule 1A, which relates to a seat in a Provincial Legislature, item 5(i) of the amended Schedule 1A and item 23 of Schedule 1A.

The majority judgement held that at 15% of the regional quota, the signature requirement places a significant burden on independent candidates to contest elections who would require immense time, resources, and energy to invest to meet the 15% signature requirement.

As such, the Court made two central findings: (a) the impugned provision limits the rights in section 19 of the Constitution to stand for public office and other associated rights, and (b) the state respondents have not shown that the limitation is reasonable and justifiable in an open and democratic society based on human dignity, equality, and freedom.

Accordingly, the Court found that a declaration of constitutional invalidity should follow, with the order being suspended for a period of 24 months for Parliament to cure the defect. During the period of suspension, the first

judgment found that a limited striking-out of the 15% requirement should be combined with a reading-in of 1 000 signatures, which prior to the amendment, served as a de facto contestation requirement.

In respect of the second constitutional challenge, the Court found that Parliament, the IEC and the Minister provided explanations in regard all OSA's criticisms and, as OSA did not file affidavits to challenge or dispute those explanations, those explanations must be accepted. In the result, OSA's second constitutional challenge was rejected.

Constitutional Court ruling on candidate eligibility

In *Electoral Commission of South Africa v Umkhonto Wesizwe Political Party*, the Electoral Commission approached the Constitutional Court for direct access to appeal the order of the Electoral Court which set aside the decision of the Commission to uphold an objection to the eligibility of a candidate nominated by the Umkhonto Wesizwe Party ("MKP").

The Commission contended that section 47(1)(e) of the Constitution disqualifies an individual from being a member of the National Assembly if they have been convicted of an offence and sentenced to more than 12 months' imprisonment, without the option of a fine. This disqualification persists for a period of five years after the sentence has been completed.

The respondents contended that that the sentence contemplated in section 47(1)(e) of the Constitution is one that is appealable, and that because the candidate could not appeal

against the sentence imposed on him by the Constitutional Court, the sentence imposed on him is not a "sentence" for the purpose of section 47(1)(e). The respondents contended further that the candidate's sentence was reduced to three months when the President granted him a remission of sentence and as such, he is not disqualified under section 47(1)(e) of the Constitution, because his effective sentence was less than 12 months. Moreover, the respondents contended that the Commission exceeded its powers as the disqualification contemplated in section 47(1)(e) fails under the powers of the National Assembly to implement.

In a unanimous judgement, the Constitutional Court held that the purpose of the disqualification in section 47(1)(e) was aimed at maintaining the integrity of South Africa's democratic regime, which is founded on the rule of law, by ensuring that members of the National Assembly possess the requisite respect for the rule of law. The Court found that the purpose of the proviso is to allow the appeal process to unfold. It is aimed at ensuring that a person is only disqualified from standing for and holding office once their conviction and sentence are final. It does not prevent a sentence that is final and immune from appeal from being a sentence for the purpose of section 47(1)(e) the Court found that section 47(1)(e) focuses on the length of the sentence imposed, not the length of the sentence served. It uses the words: "convicted of an offence and sentenced".

The effect of a remission of sentence, is to bring forward a person's date of release. Remission of sentence concerns the execution of the

sentence and does not retrospectively alter the sentence imposed. Thus, for purposes of section 47(1)(e), remission of sentence is irrelevant.

The Court considered the relevant provisions of the Electoral Act 73 of 1998. Section 30(3) requires the Commission to “decide the objection”, while section 27 deals with a party’s list of candidates. Section 27(2)(b) requires that lists must be accompanied by a prescribed declaration from a representative of the party that “each candidate on the list is qualified to stand for election in terms of the Constitution”.

The form for a candidate list is prescribed in Appendix 1 to the Regulations concerning the Submission of Lists of Candidates, 2004.

It requires that the party’s list must include an undertaking from a party representative that “each candidate on the list is qualified to stand for election in terms of section 47 . . . of the Constitution”. In terms of these provisions of the Electoral Act, therefore, the Commission was empowered to determine, before the election, qualification for membership of the National Assembly.

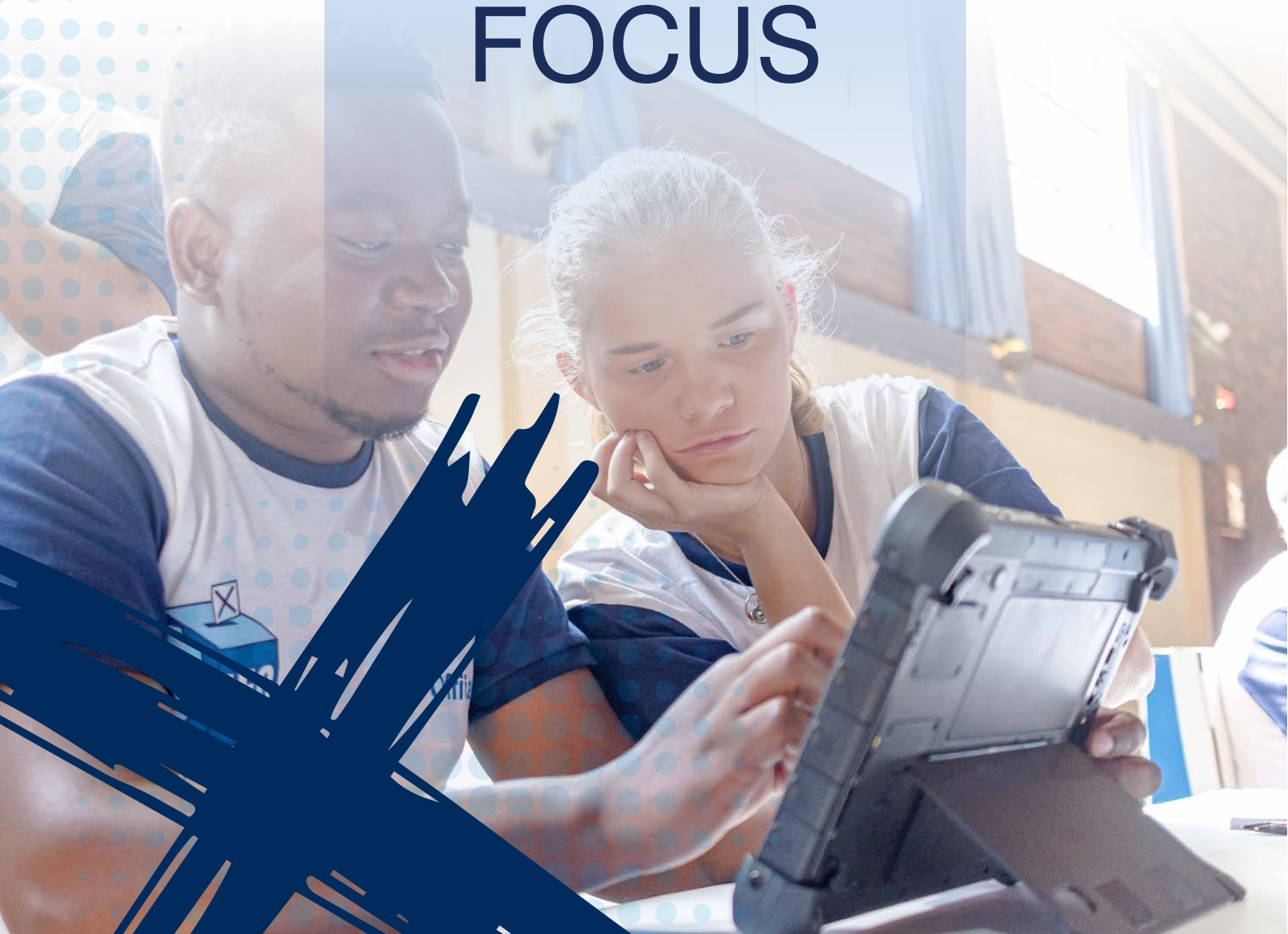
The Court concluded that the candidate was convicted of an offence and sentenced to more than 12 months’ imprisonment for purposes of section 47(1)(e) of the Constitution and is accordingly not eligible to be a member of, and not qualified to stand for election to the National Assembly until five years have elapsed since the completion of his sentence.



PART

B

OUR STRATEGIC FOCUS



5. VISION

To be a pre-eminent leader in electoral democracy.

6. MISSION

The Electoral Commission is an independent constitutional body, which manages elections of legislative bodies and ensures that those elections are free, fair and credible through the participation of citizens, political contestants and civil society to strengthen electoral democracy.

7. VALUES

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

- (a) **Impartiality** – to act free of favour
- (b) **Integrity** – the quality of being honest with and having strong moral principles
- (c) **Accountability** – to take responsibility for one's actions
- (d) **Transparency** – open process to all citizens and electoral stakeholders
- (e) **Responsiveness** – the quality of reacting quickly and diligently
- (f) **Respect** – treating the electorate, staff and stakeholders with dignity

8. SITUATIONAL ANALYSIS

8.1 EXTERNAL ENVIRONMENT ANALYSIS

The strategic focus of the Electoral Commission over the planning period

Over the five-year planning period and in adherence to our constitutional mandate, the strategic focus of the Electoral Commission will be the management and delivery of the 2026 Local Government Elections (LGE), the 2029 National and Provincial Elections (NPE), and to ensure that both those elections are free, fair and credible.

South Africa, like many electoral democracies, is not immune to the ripple effect of the changing patterns in geo-politics characterised by a shift from a unipolar to a multi-polar order. Under this paradigm shift, competing interests of the multi-centres of power have given rise to a huge investment of resources to achieve elite state capture especially in countries endowed with mineral resources.

This has direct impact on country-level democratic processes such as elections, which experience significant external interference and cyber-warfare.

On the other hand, recent years have witnessed a period of poly-crisis manifesting in the form of democratic and governance recession, economic decline, climate change, and environmental degradation.

Democratic and governance recession, especially in the last decade and a half has led to unconstitutional changes of governments, stifling of democratic rights including multiparty competition and candidates' freedom to campaign and contest elections. It has also constricted the opposition's access to mass media and campaign finance and inclusiveness of voting, eroded political accountability, transparency, and the rule of law, increased rampant corruption, violated human rights, and given rise to populism and extremist movements, and disinformation.

Therefore, the recession has challenged established practices, brought representation and participation into tension, and agitated institutions like Election Management Bodies (EMBs), parliaments and judicial authorities. This has given rise to the number of countries in Africa where elections are violently challenged, with consequences of internal displacement of people. Some elected governments have also been ejected from power in extra-constitutional manner as a protest to an election outcome

Economic decline, characterised by, among others, an expansion of the informal sector, increased poverty, homelessness, unemployment, and marginalisation of the youth women and people with disabilities, has excluded and driven the poor people to populism. This could trigger social-political polarisation with implications on civic political cultures.

Climate change has disrupted established climatic patterns. For instance, in some cases it has brought about drought, famine, and people migration. There has also been an increase in episodes of pandemics and

epidemics leading to shutdowns as seen during COVID-19 pandemic.

Environmental degradation has presented a mixed bag of challenges and opportunities. On the one hand, mineral resources have added to the intense competing interests and the scramble for influence and control. On the other hand, there is also a transition from mega cities to meta-cities, and energy transition.

The foregoing challenges require proactive EMBs that can manage the rapid changes and placing the citizens at the centre of all responses. The EMBs' responses may include deploying technology to protect election data and operations, developing outreach programmes that avoid disenfranchisement of citizens.

In South Africa, the consequence of the changed political and macro-social environment in which the Electoral Commission and other governance institutions operate has been increased public expectations and demands for the Electoral Commission to be adaptive and flexible. Political and organisational maturity among registered political parties has greatly advanced since South Africa's first democratic elections in 1994. However, the proliferation of political parties has led to political parties becoming more demanding and ready to act, including litigations against the Commission and demonstrations.

This changed environment impacts on the work of the Electoral Commission, and it is appropriate for the Commission to once again reflect on its legal mandate, obligations and strategic priorities.

Key priorities during this period will be to:

- (a) strengthen the regulatory space in relation to the requirements for electoral participation;
- (b) place South Africa's electoral democracy on the cutting edge of digital innovation with a view to increased voter convenience;
- (c) increase public confidence in electoral outcomes;
- (d) work with partners in electoral democracy to increase voter participation, especially among the youth;
- (e) anticipate and provide advice in relation to the national policy debate on the electoral system; and
- (f) assess the viability of composite elections in the Republic.

Recent statistics relevant to the Electoral Commission

Despite a steady increase in the number of registered voters since 1999, with NPE 2024 registering an unprecedented 27 780 942 voters, voter participation in the NPE has waned over the years. A comparison between the NPE 2019 and NPE 2024 shows voter turnout decline from 65.34 per cent to 58.64 per cent.

The decline in participation and registration as a percentage of the eligible voting population is one of the key indicators of the change in the political and macro-social environment in which the Electoral Commission operates. This continued decline is a cause for deep concern because public participation is a key factor in the credibility of election outcomes. The diminishing participation signals a declining trust in the political and electoral systems.

Recent surveys by the Human Resource Research Council (HSRC) and Afrobarometer identify a high level of dissatisfaction in the current political environment as a major factor shaping the choices of voters, especially among the youth. For instance, the HSRC 2023 pre-election data focusing on people's attachment to democratic values, and opinions on government and political institutions' performance, revealed a mixed bag.

The results revealed a declining trend, with popular support for democracy dropping from 51% in 2011 to 43% in 2023. This trend is accompanied by a rise of fatalistic views by citizens who would indicate that they don't care what form of government exists. This category of citizens increased from 24% in 2011 to 35% in 2023.

Regarding the supply of democracy indicator, the survey showed a consistent drop in South Africans' attitudes to the importance of democracy. For instance, views on the freeness and fairness of elections dropped from 81% to 71 % between 2015 and 2024. Similarly, opinions on the freedom to express political views dropped from 76% to 67% for the same period.

The results also showed a general decline in the perception of how democracy works in South Africa. Most respondents expressed the view that democracy is not working. This number rose from 25% in 2004 to 57% in 2022. There is also a consistent average decline from 60% to 20% in citizens' trust in political institutions, including government parliament, local government and politics.

Supported by research, the Electoral Commission will work with international organisations, other electoral management bodies, political parties, academics, civil society and other stakeholders to identify opportunities to jointly address this worrying downward trend. However, the factors influencing voter participation are varied and highly complex, and may require significant.

Voter turnout in the elections since 2014

	2014 NPE	2016 LGE	2019 NPE	2021 LGE	2024 NPE
Registered voters	25 388 082	26 333 353	26 756 649	26 203 811	27 780 942
Ballots cast	18 654 771	15 290 820 voters voted and cast 39 236 786 ballots	17 671 616	12 063 302	16 292 325
Voter turnout	73.5%	57.97%	65.34%	45.86%	58.64%
Valid ballots	18 402 497	8 517 983	17 436 144	11 466 110	15 922 199
Spoilt ballots	252 274	718 803	235 472	597 192	370 126
Percentage of spoilt ballots	1.4%	1.83%	1.27%	1.91%	1.15%
Overseas votes cast	18 446	N/A	19 909	N/A	39 116
Special votes cast	324 909	402 322	570 673	585 432	1 150 449
Number of missions involved	123	N/A	125	N/A	110

**Voter turnout in the LGE is traditionally much lower than in the NPE.*

The medium- and long-term policy environment

The following constitutional, legal and regulatory matters are likely to evolve over the planning period:

(a) The electoral system reform

The Electoral Amendment Act 2023 provides for the establishment of the Electoral Reform Consultation Panel within three months of the commencement of this Act. In terms of Section 23 of the Act, the Panel is charged with independent investigation, and consultation on potential reforms of the electoral system for the election of the national and provincial legislatures after the 2024 elections. The Panel has 12 months from the 2024 elections to submit a comprehensive report to the Minister

on the possible options for electoral reform.

The Electoral Reform Panel is currently busy working on different options and conducting public consultations and must complete this exercise by June 2025. Therefore, the electoral reform will remain a topical electoral issue, and impact the boundary delimitation, voter registration, and candidate nomination the rules governing candidate nomination. It will also determine the rules the Electoral Commission will apply for voting and counting procedures during the NPE 2029.

Notionally, it is possible that the National Assembly, provincial legislatures, and provincial governments might be different within this planning period. This strategy will assist prepare the Commission capacity to deal with this scenario within 90-day period (snap elections).

The strategic plan must anticipate the Commission's capacity for possible scenarios for snap elections under the coalition politics dispensation. In addition, there will be a need for the Commission to reflect on whether its current structure is still fit for purpose given the shifting ground and increased demands on it. Meaning, it must deliberate on the business case for current structure from the local office level to the national office.

As has been the case with the recent electoral law amendment, the Commission's role will be to provide expert advice and technical assistance in any legislative amendment process. Depending on the outcome and possible amendments, any changes are likely to have significant financial and operational implications for the organisation, at the time when there is sluggish economic performance and potential reduction of election budget.

(b) The use of technology including digital and social media in elections

The debate about the benefits of technology in elections is likely to intensify during this planning period. The first aspect of this debate is the use technology for registration of voters, administration of candidate nomination, online voting and tabulation of results.

The voters' experiences with the functioning of the VMD applications during the NPE 2024 are going to determine the robustness of the debate and potentially enhance the levels of trust in the Electoral Commission and electoral processes.

Although the Electoral Commission has invested in information and technology (ICT) for managing elections, there are still challenges of limited ICT infrastructure and unreliable power supply in South Africa. Optimal use of the VMD is often hampered by unreliable network connectivity.

The Electoral Commission will require a solid digital framework and strategies for innovative ways of using technology. Most importantly, the Commission must effectively monitor and review security threats and processes to counteract cyber-attacks and other threats.

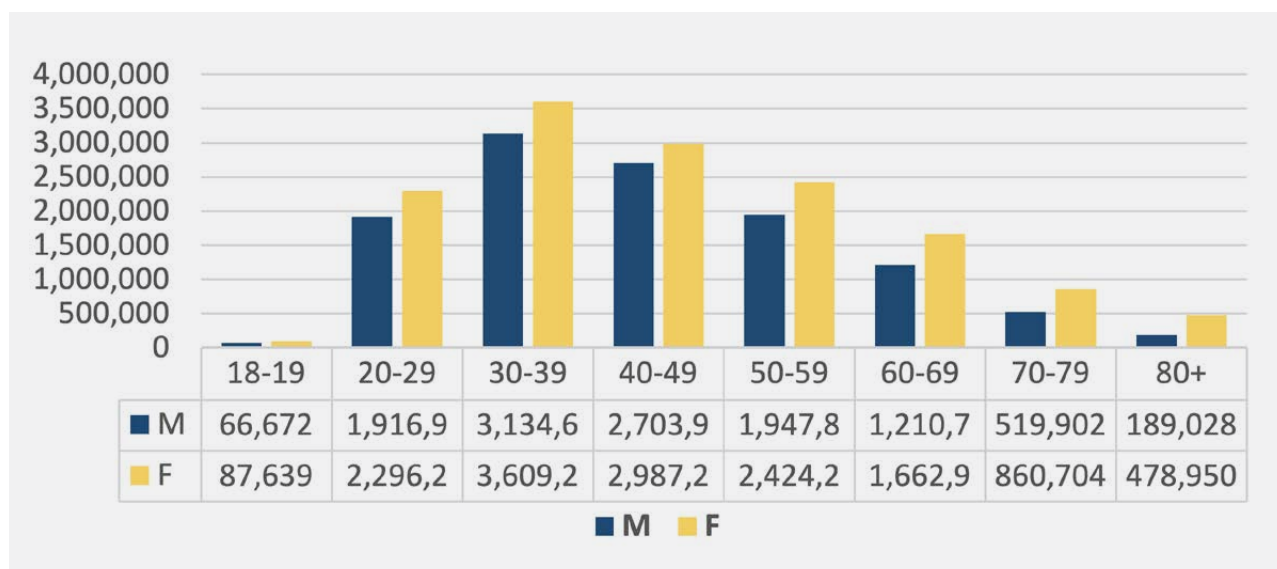
(c) Potential demarcation changes

The potential demarcation and re-demarcation of municipal and/or provincial boundaries ahead of the LGE 2026. The Minister of Cooperative Governance and Traditional Affairs (COGTA) has published formulae for determining the number of councillors. The Members of Executive Committees (MECs) will use the same formulae to determine the number of ward councillors within their provinces. Thereafter, the Municipal Demarcation Board (MDB) will use the information from the provinces to consider boundary delimitation.

The demarcation of municipal boundaries has always been an emotive affair largely due to service delivery concerns. The ongoing dissatisfaction among some communities and relentless attacks on the integrity of the Commission by some political actors are likely to spiral upwards ahead of the municipal elections. This strategy will help the Electoral Commission prepare accordingly to deliver successful LGE 2026.

The Electoral Commission will continue to work with the MDB, (CoGTA), traditional leaders, community leaders, political parties, civil society, security agencies and other actors to minimise any potential disruptions to elections.

Evidence-based analysis of the strategic context and priorities relating to women, children, youth and people with disabilities



The table above confirms the well-entrenched phenomenon of higher voter registration among females compared to males since the establishment of the voters' roll. This skewed trend is repeated in the voter participation (turnout) rate. Further understanding of this phenomenon through research and cooperation with other election management bodies and experts can help guide future communication and education initiatives to enhance the registration of male voters as part of the Electoral Commission's strategy to raise overall voter registration and participation.

Of particular concern is the under-representation of young persons, particularly in the age band 18 to 29 years of age, on the voters' roll. This trend continues, despite numerous communication and education

initiatives over the past decade, that have been specifically aimed at encouraging youth registration and participation.

The Electoral Commission will continue to work with a variety of stakeholders to better understand the reasons for this deviation and to design more effective youth-driven initiatives in a bid to attract first-time voters.

Working with stakeholders, the Electoral Commission will continue to advocate for greater representation of females as candidates for election to public office. Similarly, the Electoral Commission remains committed to inclusive processes over the planning period that realise the participation of the marginalised and/or vulnerable sectors of South African society.

Spatial information that guides electoral planning

A voting district is the smallest administrative unit in the scheme of planning and administering elections. Each voting district is serviced by a single voting station. There are currently 22 724 voting districts, which provide wall- to-wall coverage of the Republic. These voting districts service 26.7 million registered voters. The geographic spread of voting districts facilitates easy access by voters to points of participation, with an average of 1 167 potential voters per voting district.

While the number of voting stations has grown significantly over the past 20 years, from 14 650 in 1999 to 23 292 in 2024 (an increase of 59%), in line with the Electoral Commission's strategy to enhance accessibility and ease of participation, the growth in the number of voting stations has slowed significantly over the past ten years in favour of voting centres. Voting centres are multiple voting streams that

operate from the same location. These are preferred in voting districts with high numbers of registered voters, combined with limited space and facilities. Since their first introduction in 2011, the number of voting centres has increased almost 10 times, providing almost 10 000 additional voting streams to the process.

The Electoral Commission will continue to provide additional voting stations where practical but will continue to focus on the provision of voting centres as a cost- effective and efficient method of enhancing the voter experience.

At the same time, the Electoral Commission will continue to seek to minimise the use of temporary voting stations wherever possible, continuing a trend established that has seen temporary voting stations decline from 1495 in 2014 to 1 059 in 2019 (a 29% decrease). Temporary voting stations pose risks to the voting process due to inadequate space, lighting and the impact of inclement weather.

Growth in the voting station network between 1999 and 2024

Election	Voting districts	Voting centres	Sub-stations	Total voting station network
1999	14 650	0	0	14 650
2000	14 988	0	0	14 988
2004	16 966	0	0	16 966
2006	18 873	0	0	18 873
2009	19 726	0	0	19 726
2011	20 859	496	1 504	21 867
2014	22 263	1 255	3 292	24 300
2016	22 612	2 600	6 265	26 277
2019	22 724	4 024	9 857	28 757
2021	23 148	3 939	9 250	28 459
2024	23 292	4 148	9 553	28 663

Challenges experienced in the performance environment and mechanisms to address the challenges over the planning period

The following are some of the key challenges the Electoral Commission faces and mechanisms to address these challenges over the planning period:

(a) Shift in the political landscape

The global reversal of democratic gains has given rise to the increase in the number of parties contesting elections: A total of 78 political parties contested both national and provincial elections in 2019 – an increase of nearly 75% on the total of 45 in 2014. The number of political parties that contested the national ballot alone increased from 29 in NPE 2014 to 48 in NPE 2019. The impact of this increase in participating parties amounts to R23 million in additional expenses for the Electoral Commission.

At the same time, political parties who did not gain representation in any legislature forfeited R16 million in deposits paid for participation in these elections.

Innovative methods of engagement, not only with represented political parties, but also with other registered parties and independent candidates, will have to be devised to ensure that all parties and independent candidates are educated and understand the electoral processes and their pitfalls.

In some instances, political intolerance has led to a higher demand for resources to fulfil the role of the Electoral Commission in ensuring

conditions conducive to free and fair elections, including monitoring political violence and breaches of the Code of Conduct in by-elections and general elections. Where violence results in the death of ward councillors, as has tragically occurred on numerous occasions over the past couple of years, it also necessitates additional by-elections.

The Electoral Commission will be adjusting its capacity and programmes to be able to deal with disputes and conflict resolution management to facilitate conditions that are conducive to free and fair elections, and political tolerance.

(b) Electoral justice

Political role players increasingly expect the Electoral Commission to adjudicate on complaints and disputes among parties. Over the planning period, the Electoral Commission will have to settle its legal obligation as it relates to its role in adjudicating in electoral disputes.

(c) Voters' roll clean-up

Since March 2016, the Electoral Commission has made significant headway in updating the voters' roll to include the addresses of all voters. During this period, the Electoral Commission has added over 13 million addresses to the voters' roll, improving the number of voters with a complete address from approximately 8.4 million in March 2016 (34%) to 23.2 million by the end of November 2019 (88%).

The Electoral Commission will continue to work to implement measures to maintain and improve the voters' roll.

(d) Cyber threats

The geo-political dynamics have given rise to interests in South African domestic affairs including elections. Consequently, cyber-attacks on elections appears to be on the increase. While it has successfully intercepted and thwarted the attacks in the recent elections, the Electoral Commission remains vigilant to the cyber-threats including hacking. It will continue software and hardware security upgrades and network enhancements during this planning period.

(e) Social media

Over the past decade, social media has exploded around the world to become a leading source of information, news and dialogue for the public. The growth in the spread and popularity of social media has brought with it great benefits to electoral democracy, including the rapid, convenient and cost-effective distribution of information to the electorate by political parties, candidates and election management bodies (EMBs), among other stakeholders.

However, social media has also amplified disinformation and misinformation in many ways including how users relate to content and structure, as well as the rate at which they transmit it. There is also a paradigm shift in how the political marketplace is exploited by political parties and candidates in elections.

The traditional platforms for gaining votes and support have shifted, making it possible to buy influence online by promoting content for consumption by citizens and mobilising

specific or counter narratives to influence citizen opinion in electoral processes.

Noting that digital and social media can be a double-edged sword that can either undermine or promote the conduct of democratic elections, the Electoral Commission will continue to work closely with key stakeholders. These include political parties, social media platforms, media organisations, civil society organisations and international partners. The Commission will identify plans and measures that will help harness the benefits of digital and social media while mitigating its possible harms by, among others, reducing the impact of disinformation on elections.

The Commission will also invest in building its social media monitoring capacity during this planning period. It will monitor the potential manipulation of digital and social media platforms to subvert the electoral system, undermine its integrity, elections and democracy. On the other hand, it will invest in creating awareness with electoral stakeholders on the threats posed by disinformation.

The Commission will also utilise the Principles and Guidelines for the Use of Digital and social media in Elections in Africa to inform possible amendments to the Electoral Code of Conduct and other regulatory instruments.

(f) Voter education

A perennial area of concern is the criticism that the Electoral Commission's provision of voter education is inadequate, and that there is a lack of access to civic and democracy education (CDE). This leads to the perception

that the Electoral Commission is not “visible” enough.

A need to further increase the focus on democracy and voter education, as well as the dissemination of information through civil society and the media over the planning period, has been identified and will be implemented accordingly.

Social media and other online platforms and channels of communication with stakeholders – especially the youth – provide opportunities for the expansion of education and communication at significantly reduced costs compared to more traditional outreach activities such as fieldwork and face-to-face engagements.

(g) Reputation management

The Electoral Commission’s reputation remains a critical aspect of successful elections. The trust of voters, political parties and other key stakeholders in the ability of the Electoral Commission to conduct free and fair elections is a key ingredient in the acceptance of the outcome of the elections by all parties.

The Electoral Commission will continue to explore ways to assess the reputation of the organisation across stakeholders, along with the drivers of reputation to develop a proactive approach to manage reputational risks.

Furthermore, the Electoral Commission will maintain measures aimed at the transparency of the election processes that were introduced with the national and municipal elections in respect of information and communication

technology (ICT) systems over the planning period.

(h) Implementation of the Political Party Funding Act

The Political Party Funding Act provides for the administration of the Political Funding Unit, management and disbursement of the Political Representatives Fund (PRF) and the Multi-Party Democracy Fund funds to represented political parties and independent representatives, monitoring of the spending of the funds, reporting and enforcement of appropriate penalties on non-compliance with the Act.

The Commission’s institutional capacity to administer the PRF and Multi-Party Democracy Fund (MPDF) has been significantly enhanced. However, there are external challenges that place more capacity demands on the Commission. These challenges include beneficiaries’ non-compliance with the disclosure requirements of the Act. The proliferation of political parties maximises the gravity of such transgressions. The political parties and other stakeholders also expect the Commission to perform actions not provided for in the Act, and they engage in frivolous litigation when such expectations are not met.

During this planning period, the Commission will put measures in place to mitigate some of the highlighted challenges. These measures will include the intensification of investigations on valid complaints by political parties and candidates, the enhancement of communication to widely publicise the MPDF. The Commission will also carry out research

and engage a variety of stakeholders, including parliament and its committees/relevant committee on necessary improvements to the legislation.

Emerging priorities and opportunities that will be implemented during the planning period

As outlined in paragraph 8.1, the Electoral Commission will embark on discussions with its various stakeholders to assess the viability of composite elections in the Republic to establish whether a model of composite elections is feasible and will be more cost effective in the long run.

The outcome of this debate might have far-reaching implications, not only for the Electoral Commission, but also for the country.

Furthermore, the Electoral Commission will anticipate and provide advice in relation to the policy debate on the electoral system.

Information on the capacity of the institution to deliver on its mandate

The revised strategic priorities and initiatives that will enable the Electoral Commission to deliver on its mandate over the planning period will result in a significant increase in the workload and demand for resources in the delivery of LGE 2026, NPE 2029 and ongoing by-elections.

Unfortunately, the timing of these resource-intensive electoral processes must be delivered during a period of considerable economic and fiscal pressure for the country when public

resources are significantly stretched, and the budget of the Electoral Commission has been reduced.

Relevant stakeholders that contribute to the achievement of the Electoral Commission's outcomes

Over the next five years, the Party Liaison Committees will continue to provide a critical engagement and consultation forum with represented political parties at national, provincial and municipal level for the Electoral Commission and will be a crucial part of preparations for both LGE 2026 and NPE 2029. Innovative methods of engagement, not only with represented political parties, but also with other registered parties and independent candidates, will have to be devised to facilitate an environment in which political intolerance is minimised.

Other stakeholders and partners that contribute to the achievement of the Electoral Commission's outcomes and delivery on its mandate are the following:

- (a) The Department of Home Affairs, which provides ongoing support, cooperation and assistance in a variety of aspects of the electoral process.
- (b) The Department of International Relations and Cooperation, which assists with the conducting of special voting for citizens living abroad.
- (c) The South African Police Service (SAPS), the security cluster, including the National Joint Operational and Intelligence Structure (NATJOINTS) and the Provincial Joint Operational and Intelligence Structure (PROVJOINTS), as well as

the tens of thousands of police officers who provided excellent security for the elections.

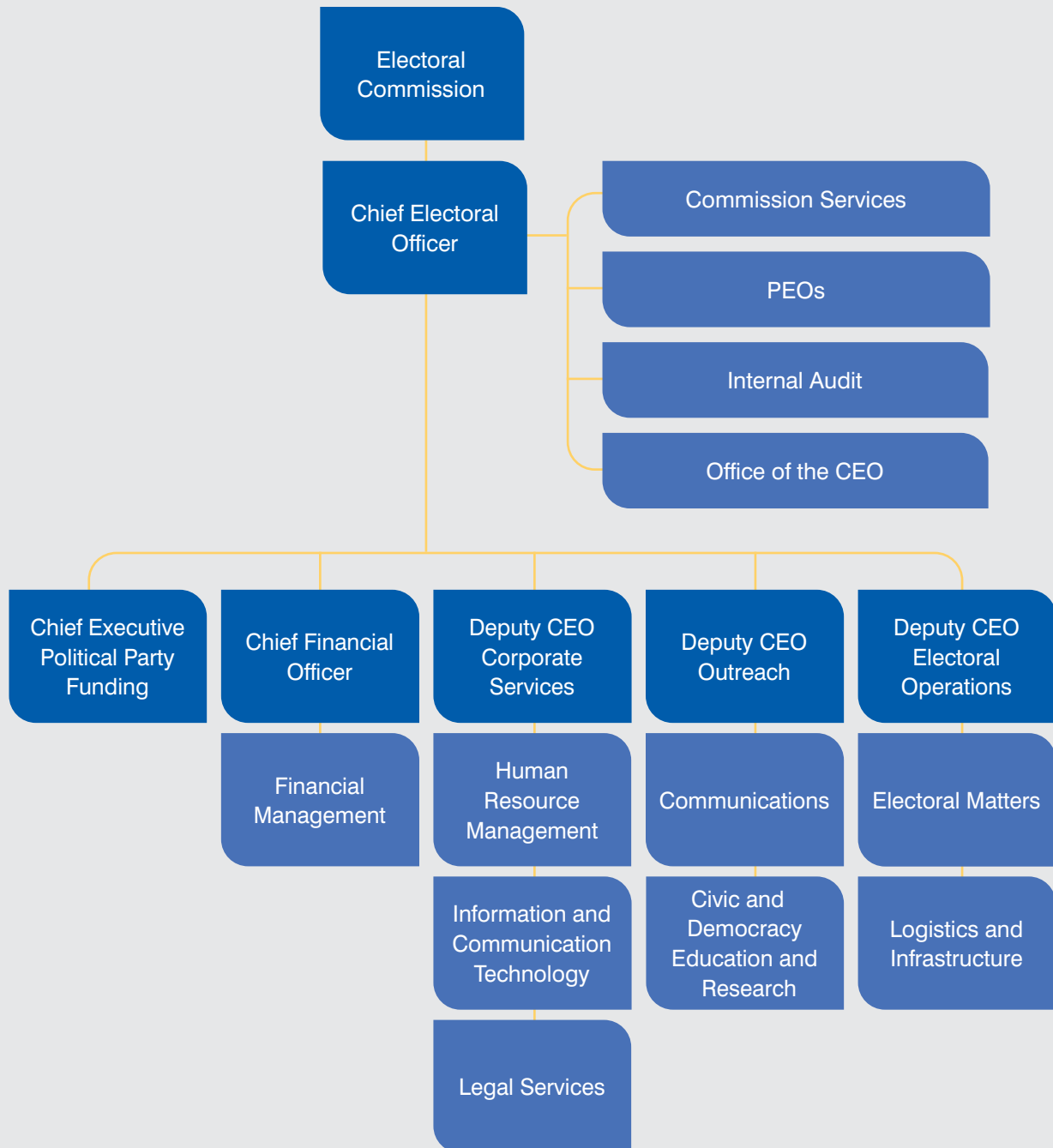
- (d) The Department of Basic Education, which provides support in ongoing voter and civic education programmes to encourage voter participation and the participation of first-time voters.
- (e) The Department of Cooperative Governance and Traditional Affairs, which coordinates government support for electoral management processes, as well as municipal support for election delivery.
- (f) National Treasury, which provides ongoing budget support, as well as technical support in procurement processes.
- (g) The National Assembly, the National Council of Provinces, the nine provincial legislatures and the Portfolio Committee on Home Affairs, which provide support, guidance and oversight.
- (h) Various civil society, business and labour organisations, traditional leaders, religious and faith-based organisations and other groups who participate in a myriad of ways to facilitate inclusion and enable successful elections.
- (i) Various international organisations, observer missions and the international community, as represented by the diplomatic corps, who continue to show a keen interest in the fortunes of South Africa's electoral democracy.

The Electoral Commission has proactively started preparing itself for the implementation of this Act by developing the required Regulations to the Act, as well as the required systems and processes. The Chief Executive of Party Funding has also been appointed.



8.2 INTERNAL ENVIRONMENT ANALYSIS

ELECTORAL COMMISSION STRUCTURAL ORGANOGRAM



The Commission comprises five members appointed by the President, one of whom shall be a judge. The Chairperson and Vice-chairperson of the Commission are designated by the President from among members of the Commission.

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

The organisation's finances are becoming severely strained due to the bleak economic outlook and the inability of the fiscus to provide adequate funding, especially for much-needed technology interventions that are required for the continued delivery of free and fair elections.

Over the planning period, the Electoral Commission will work closely with National Treasury to ensure sufficient funding of its work. The current lease period for the Electoral Commission's national office is due to end, and the Commission is in the process of procuring permanent national office accommodation. The project has commenced and the Commission is working with the Government Technical Advisory Centre (GTAC), an entity that provides professional and technical advisory services, programme and project management and transaction support to the public sector.

Governance

Corporate governance embodies processes and systems by which institutions are directed, controlled and held to account. In addition to legislative requirements based on the Electoral Commission Act, corporate governance with regard to the Electoral Commission is applied through the Public Finance Management Act (PFMA) and its various regulations. Parliament and the Executive Authority, the Commissioners and the CEO are responsible for corporate governance.

In January 2023, the Commission convened a governance workshop as a pragmatic measure to enhance its institutional governance framework for the emergent and intense challenges in election management. The workshop identified the internal and external factors that may impinge the IEC performance.

The Electoral Commission has the following governance structures:

Portfolio Committees

The Electoral Commission reports directly to Parliament and interacts primarily with the Portfolio Committee on Home Affairs. The Portfolio Committee is a multi-party committee established in terms of the Rules of Parliament.

Internal control

The Electoral Commission's system of internal control is well established and operates efficiently and effectively. A process of continuous review and improvement is in place

and standard operating procedures have been drafted and are updated as necessary.

Internal Audit and Audit Committee

The Electoral Commission uses a co-sourced model of internal auditing under the direction of the Chief Audit Executive (CAE), who reports functionally to the statutory Audit Committee and administratively to the CEO. The Audit Committee operates within its written terms of reference to execute its responsibilities.

During this planning period, the Commission will continue enhancing its governance framework based on the following building blocks: (a) finalisation of the available tools for the governance framework. (b) finalisation of the requisite protocols. (c) commissioning of the organisational culture and ethics audit.

Executive Authority

In terms of Treasury Regulation 1.1 of the PFMA, the Executive Authority of the Electoral Commission is the Chairperson of the Commission. The Accounting Officer, who is the CEO, submits quarterly reports on performance against strategic objectives to the Commission (including the Chairperson).

Risk management

Risk management at the Electoral Commission is effected in terms of an approved risk management policy and framework, and risks are reviewed under the direction of the Executive Risk Management Committee (ERMC).

The status of the institution regarding women, youth and people with disabilities.

The Electoral Commission is committed to a staff contingent that closely reflects the diversity of the South African population. While racial and gender diversity is currently relatively reflective of the country, the organisation remains skewed in terms of its age representativity and for persons with disabilities. These slanted statistics, in part, reflect the historical skills development challenges in South Africa, and the Electoral Commission will continue to aggressively pursue the recruitment and development of people who will add value to the organisation. This includes especially talented women, young people and the disabled, as part of its recruitment and human development strategies, to further balance the diversity of the organisation.

As with any maturing organisation, the average age of the staff is also steadily increasing. Currently, the average age of the Electoral Commission's staff population is 47.23 years, compared to 45.39 years in 2020. To effectively plan, as well as to meet its social responsibility to assist with the challenge of youth unemployment, the Electoral Commission will seek to increase opportunities for young people to obtain experience and skills in the organisation through mentorship opportunities, internship programmes and opportunities for temporary employment during elections.

Females		
Race	35 and below	Above 35
African	18	374
Coloured	1	43
Indian	0	10
White	0	33
	19	460
	Total	479

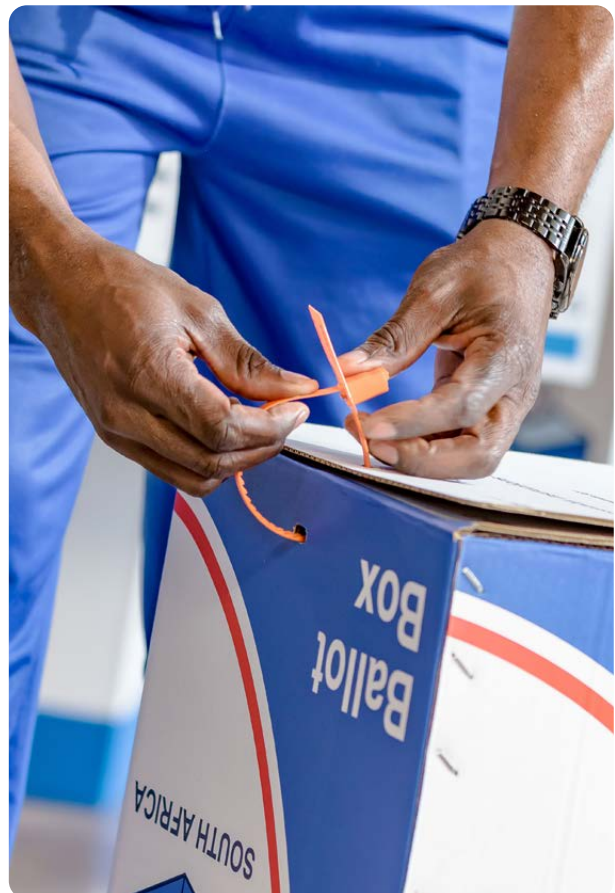
Males		
Race	35 and below	Above 35
African	49	341
Coloured	1	33
Indian	3	5
White	1	9
	54	388
	Total	442

Disability analysis		
Race	35 and below	Above 35
African	0	6
Coloured	0	0
Indian	0	0
White	0	0
	0	6
	Total	10

Compliance with the B-BBEE Act

The Electoral Commission complies with the Broad-based Black Economic Empowerment (B-BBEE) Act in the procurement of all goods and services.

The institution does not have a B-BBEE level as it does not contribute as a supplier of goods and services.



Analysis of the internal and external environment using PESTLE and SWOT

	Strengths	Weaknesses	Opportunities	Threats
Internal and external analysis				
Political	<ul style="list-style-type: none"> Over the past 25 years, all general elections have been declared free and fair and the outcome accepted by national and international stakeholders, leading to a high degree of trust in the Electoral Commission and its electoral systems and processes. Strong Party Liaison Committees have been transformed into political Liaison committees giving access and voice to participation by independent candidates at national, provincial and regional levels. Several comparative research studies have been conducted over many years, which inform policy direction. 	<ul style="list-style-type: none"> Electoral Code of Conduct not effective in managing political behaviour, may require strengthening in face of increased political contestation. Inadequate training of political party agents, and national and international election observers result in a lack of understanding of the process. Undefined organisational approach to political pressure 	<ul style="list-style-type: none"> Sound relationships with national and international stakeholders have the potential for improved collaboration and benchmarking. Partnerships with external stakeholders can enhance and/or facilitate the required interventions and training programmes (through memoranda of understanding). 	<ul style="list-style-type: none"> Political intolerance, including inter- and intra-party disputes, may threaten democratic stability. Perceptions of political bias and inefficiency which undermines reputation Political conflict and violence, and transgressions to the Electoral Code of Conduct. The global trend of decreasing levels of voter turnout at elections. The global declining trust in democratic institutions. Uncertainty round electoral reform process and outcomes. Geopolitics potential to interfere with South Africa's elections

	Strengths	Weaknesses	Opportunities	Threats
Internal and external analysis				
Economical	<ul style="list-style-type: none"> The programmes of the Electoral Commission are project-driven, which facilitates the reprioritisation of funds to pressing funding needs. 	<ul style="list-style-type: none"> A high level of fixed costs limits the amount of funds that can be reprioritised. Sharing of resources with other State actors in electoral projects. 	<ul style="list-style-type: none"> Form intergovernmental and other partnerships to cut costs by sharing resources. Technological solutions can reduce costs over time and free up resources. Straight-line budgeting by National Treasury enables greater control of IEC budget (but also greater responsibility). 	<p>South Africa's outlook remains negative, characterised by low economic growth. With this and the inflation rate (currently at 4.4%), South Africa's economy is expected to remain under pressure in 2025 going forward. This will continue to impact negatively on the Electoral Commission's resources.</p> <ul style="list-style-type: none"> Ongoing baseline budget cuts by National Treasury. Increased legal costs associated with increasing litigation by political parties. Influence of money in politics.
Social	<ul style="list-style-type: none"> The IEC's public perception rating is more than 90% positive or neutral, as evidenced in media monitoring reports, as well as in longitudinal research studies. Accessible voting stations. 	<ul style="list-style-type: none"> A perennial area of concern is the criticism that the provision of voter education is inadequate. This adversely affects the visibility of the IEC across the electoral cycle. 	<ul style="list-style-type: none"> Digitalisation provides opportunities to communicate and engage better with a diverse public. 	<ul style="list-style-type: none"> The tougher economic conditions have a correlation with the notion of rising despondency with democratic processes and institutions, real or perceived, by the voting population.

	Strengths	Weaknesses	Opportunities	Threats
Internal and external analysis				
Technological	<ul style="list-style-type: none"> Up-to-date systems and database in place. Enabling ICT staffing dispensation. Safe and secure firewalls and back-up systems. Enabling legislation is in place to provide for the expanded use of digital and electronic services and processes. 	<ul style="list-style-type: none"> The IEC's registration scanning units are more than 12 years old and are outdated. Low response time and capacity to counter digital misinformation. Lack of a real-time election management tool that can verify voters' information. 	<ul style="list-style-type: none"> The continuous development and improvement of technology increasingly pose opportunities such as online voting management systems and processes. 	<ul style="list-style-type: none"> The Electoral Commission, like any other organisations in the 21st century, faces significant challenges, which are brought about by advancing and innovating new technologies, and digitalisation that can be used to undermine the security of its electoral systems and processes, including cyber-attacks. Negative perceptions by stakeholders on electronic voting and counting. The power of "fake news" and misinformation through social media. Lack of funding to procure new technologies.
Legal	<ul style="list-style-type: none"> Up-to-date enabling legislation. Compliance with the electoral legislative framework. 	<ul style="list-style-type: none"> Inconsistent application of electoral processes at voting station level. 	<ul style="list-style-type: none"> Court rulings provide clear judicial guidance on our legislative mandate. 	<ul style="list-style-type: none"> Lack of understanding of the IEC's legislative mandate. Growing use of litigation by political parties to resolve disputes.
Environmental	<ul style="list-style-type: none"> The IEC has a stable, competent and talented staff complement. 	<ul style="list-style-type: none"> Training programmes need to be enhanced to capitalise on technological advantages. 	<ul style="list-style-type: none"> Digital platforms provide opportunities for dialogue on electoral democracy platforms. 	<ul style="list-style-type: none"> Declining voter participation

PART

C

MEASURING OUR PERFORMANCE



9. INSTITUTIONAL PERFORMANCE INFORMATION

9.1 MEASURING THE IMPACT

Impact Statement	Strengthened democracy through regular free and fair elections of legislative bodies.
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9.2 MEASURING OUTCOMES

Outcome	Outcome indicator	Baseline	Five-year target
Strengthened institutional effectiveness	Achieve an unqualified audit opinion with no findings on compliance matters for each year covered by this strategic plan.	Clean audit report	Clean audit report
Free and fair elections delivered	No general election results set aside over the planning period (No more than 0.5% in respect of Local Government Elections)	0% elections set aside	0% of elections set aside
	Number of registered voters on the certified voters' roll in national and local elections as a percentage of eligible voting population on Voting Day in years when applicable	27 780 942 registered voters.	Maintain gap between age eligible citizens and registered voters at less than 32%.
Informed and engaged citizens and stakeholders in electoral democracy	The number of research initiatives achieved per annum	3	20
	The number of thought leadership interactions achieved per annum	10	59
	The number of Civic, Democracy and voter education events held per annum.	203 996	567 400
	Number of interactions Electoral Commission holds with key stakeholders per annum.	148	500
	Recorded reach across multimedia communications platforms.	644 173 053	Reach 2.8 billion impressions.
Enhanced transparency in multi-party democracy through political funding	Positive ratings on transparency in political funding assessed through external research study concluded in each financial year that national and local government elections are held.	New Indicator	75% positive achievement

9.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

9.3.1 Clean audit outcome

Achieve a clean financial and performance audit report each year for the period covered by this strategic plan

An audit report is viewed by the Auditor-General South Africa (AGSA) as a yardstick of accountability and good governance in that it sheds light on how an organisation:

- (a) spends its funds against specific predetermined strategic objectives, linked to a specific allocated budget, in line with rules of accounting and within strong internal controls;
- (b) determines strategic outcomes and outputs for budget and organisational activities, and for measuring success against these objectives and reporting on these appropriately; and
- (c) complies with laws and regulations and, by doing so, has a respect for the law in achieving strategic objectives.

Striving to achieve a clean audit over the next five years can therefore, among other things, be described as an indicator of the Electoral Commission's strategic positioning and its ability to implement its strategy in an accountable manner. Not only will this promote the Electoral Commission's image as a trustworthy electoral management body, but it will also create a sound foundation for achieving its impact statement of managing and delivering the free and fair elections of public representatives into legislative bodies

towards strengthening electoral democracy. This, in return, links directly to Government's Strategic Priority 5, which aims at achieving social cohesion and safe communities in South Africa.

Our talented staff and planned enhancements to systems and processes, together with our respect for laws and regulations, will serve as enablers to achieve this five-year target and take the organisation from an unqualified audit to a clean audit.

9.3.2 No general election results set aside over the planning period

(Indicators to Outcome 2 – Free and fair elections delivered)

An election must have certainty of outcomes and deliver a clear result. In circumstances where it is not possible to fairly discern a clear winner, the results of such an election may be set aside by the courts due to such results not being declared free and fair. The building blocks included in the architecture for ensuring free and fair elections include, but are not limited to the following:

- (a) respect for the law;
- (b) proper planning activities with milestones;
- (c) good electoral and civic education programmes;
- (d) the professionalism of staff;
- (e) availability of electoral supplies and material in requisite quantities;
- (f) the publication of results;
- (g) rapid resolution of electoral disputes;
- (h) fairness and peacefulness during campaigns;

- (i) accessible voter registration, voting stations and processes;
- (j) sound counting processes; and
- (k) The absence of one or more of these building blocks in electoral processes may result – directly or indirectly – in the setting aside of the result of an election by the courts. Therefore, striving to have the result of “no general election set aside over the next five years” should be regarded as an indication of the Electoral Commission’s ability to manage free and fair elections.

This indicator and target links directly to the Electoral Commission’s impact statement, as well as to Government’s Strategic Priority 3, which aims to build a capable, ethical and developmental state.

The enablers for achieving this target over the planning period include the fact that the characteristics outlined above, despite those areas that need some improvement, are already imbedded in the work that the Election Commission does and will continue to do and improve upon over the planning period.

9.3.3 Informed and engaged citizens and stakeholders in electoral democracy

(Indicators 3.1 to 3.5 are indicators to Outcome 3)

Effective voter education and communication programmes are essential to democracy, and it will be difficult to achieve a free and fair democratic election, as outlined in the impact statement, without these programmes. A free

and fair election is not only about the freedom to vote, but also about knowledge of:

- (a) why to vote;
- (b) how to cast a vote;
- (c) where to vote; and
- (d) when to vote.

It is therefore important that the Electoral Commission structures its voter education and communication strategies to ensure maximum voter participation during registration drives and on Election Day, with as few spoilt ballots as possible. These are all factors that provide guidance on how well the Electoral Commission is doing in informing and educating voters and stakeholders on electoral democracy.

Traditionally, these programmes have been structured around the printed media, radio and television. In recent years, these programmes have also encompassed social media. Over the planning period, the Electoral Commission will further explore the use of more cost-effective digital platforms to educate the electorate and get the message across to a broader audience with a view to motivating and educating citizens to go to the polls.

Informed and engaged citizens and stakeholders will assist in achieving the Electoral Commission’s impact statement of managing and delivering free and fair elections of public representatives into legislative bodies to strengthen electoral democracy. This links to Government’s Strategic Priority 5, which aims to achieve social cohesion and safe communities in South Africa. Our up-to-date technology, and enhanced voter and

democracy education programmes, coupled with our revised communication strategy, will serve as enablers to achieve the indicators and targets linked to the strategic outcome of “Informed and engaged citizens and stakeholders in electoral democracy”.

9.3.4 Enhancing transparency in multi-party democracy through political funding

(Outcome 4 – Contributed to the enhanced transparency in multi-party democracy through political funding)

One of the founding values in Chapter 1 of the Constitution of South Africa is a multi-party system of democracy. The Constitution further entrenches this through section 236, which provides for the enactment of a national legislation on party funding. The national legislation is the Political Party Funding Act No. 6 of 2018, which deals with political funding and sets out the responsibilities of the Electoral Commission.

Transparency in political funding is one of the critical aspects of electoral democracy, providing credibility and integrity to the process. It is facilitated and enabled by inclusivity, engagement and interaction with key stakeholders in all aspects of the electoral process before, during and after elections. Political funding disclosure is also an important aspect of transparency in that voters can make informed choices during elections.

Outcome 4 encompasses how the Electoral Commission carries out the responsibility of managing political funding in a transparent

and accountable manner. This is reflected in the four outputs derived from the outcome. The first output focuses on the management of funds in accordance with the provisions of the legislation. It is meant to enhance accountability in the disbursement and use of the funds by the Electoral Commission and the recipients, respectively.

The second output reflects the significance of liaison with stakeholders including registered political parties, independent candidates and/or representatives, donors, civil society organisations, government departments and legislatures. Such interactions foster awareness, compliance and general advocacy of transparency in political funding.

Thirdly, the Electoral Commission discharges its obligation to make known the donations that are given and received by publishing information on a regular basis for the benefit of all stakeholders, including voters. The publications reveal the nature, amounts and sources of donations declared by political parties, independents, as well as donors.

The fourth output addresses the investigation of valid complaints that may be submitted to the Electoral Commission on alleged transgressions of the legislation. The complaints will vary depending on the nature, substance and extent. The investigations, therefore, will be initiated in cases that have been found to be valid in terms of the requirements for a valid or compliant complaint. The Electoral Commission will employ necessary resources to initiate investigations of a significant majority of such cases to enforce compliance with the Act.

Key risks

	Outcome	Strategic Risks	Mitigation Plans
1	Strengthened institutional effectiveness	Cyber security threats	<ul style="list-style-type: none"> Continuous monitoring and review of security threats and processes to counteract these threats. Develop internal capacity Timeous procurement Improved maturity level Prioritise initiatives aimed at improving IT security to ensure resilience to cyber security and IT continuity risks,
2		ICT Business Resilience	<ul style="list-style-type: none"> Review and enhance service indicators in SLA with service providers Business continuity through stable DR availability Review/update IT DRPs on vulnerability and threat detection and response actions. Conduct BIA and develop resilience strategies (revised) Bi-annual business continuity (BC) testing Review the BC Strategy to deliver core services within specified RTO and RPO Review Business Impact Analysis with RPO and RTO
3		Enterprise information architecture not fully institutionalized	<ul style="list-style-type: none"> Develop framework with road map Establish enterprise information architecture capability Activate enterprise forum Set up an Architecture Review Forum (ARF) to ensure that a holistic view is taken when implementing all technologies. Stabilise and optimise, digitalise and re-invent (Implement the five-year roadmap plan), Implement Enterprise Architecture – Business of Tomorrow Review and acceptance of a resilient architecture & business process model
4		Inadequate funding	<ul style="list-style-type: none"> Cost containment measures
5		Fraud and corruption	<ul style="list-style-type: none"> Enhance ethics code Awareness training Regular financial audits Conflict of interest register monitored and maintained

“

Informed and engaged citizens and stakeholders will assist in achieving the Electoral Commission's impact statement of managing and delivering free and fair elections of public representatives into legislative bodies to strengthen electoral democracy.

”

	Outcome	Strategic Risks	Mitigation Plans
6	Free and fair elections of representatives delivered	<ul style="list-style-type: none"> • Institutional knowledge and skills not retained (brain drain) • Inadequate management of human capital/people management • Risks associated with the governance, systems and processes surrounding the human capital of the Electoral Commission 	<ul style="list-style-type: none"> • Succession planning • Revision of recruitment strategy • Development of policies • Timeous on boarding of recruits • Talent management • Improve training materials by including visuals (ABET) • Divisions to coordinate • Rationalisation of organisational structure • Fill positions with requisite skills within the prescribed period • Maintaining good labour relations through the bargaining forum or proactively engaging with labour to manage employee issues. • Grow internal capacity (develop; coaching; mentoring) • Talent and succession policy development and approval and • Improving change management efforts on all transformation initiatives.
7		<ul style="list-style-type: none"> • Non-compliance with legislation, policies and procedures • Regulatory/ Compliance Risk 	<ul style="list-style-type: none"> • Legislative amendments implemented timeously • Institutionalising compliance • Awareness training • Development of a compliance universe for the Electoral Commission • Compliance awareness on legislative framework applicable to Electoral Commission processes. • Conduct POPI readiness initiatives assessment.
8		<ul style="list-style-type: none"> • The credibility of the voters' roll as it relates to the correctness of the voters' registration in relation to the relevant segment of the voters' roll. 	<ul style="list-style-type: none"> • Review of the standard operating procedure in voter registration (including rules and control measures).
9		<ul style="list-style-type: none"> • Delayed finalisation of the yet to be determined electoral system 	<ul style="list-style-type: none"> • Periodically anticipate the impact of the new electoral system on the preparation process

	Outcome	Strategic Risks	Mitigation Plans
10		<ul style="list-style-type: none"> External dependencies which may impact on our ability to deliver elections within 90 days: 	<ul style="list-style-type: none"> Electoral Commission and the Municipal Demarcation Board have agreed on a work plan for: Partial/staggered delivery of ward determinations; and Local elections technical committee meetings
11	Informed and engaged citizens and stakeholders in electoral democracy	<ul style="list-style-type: none"> Brand/reputational Risk 	<ul style="list-style-type: none"> Disinformation and misinformation: Social media platforms may be manipulated to subvert the electoral system and undermine the integrity of the Electoral Commission, elections and democracy. Proactively and speedily provide relevant information to the electorate across platforms. Continue to work with key stakeholders across digital media platforms to introduce fake news filters that can be activated by users to alert them to potential disinformation. Strengthen partnerships and initiatives with stakeholders such as Media Monitoring Africa and the Digital Disinformation Complaints Committee. Investigate and lay criminal charges for deliberate instances of disinformation. Build capacity, knowledge and understanding of electoral systems and processes for the media. Perceptions that outreach programmes favour certain communities. To address these perceptions, audience segmentation, informed by population demographics and provincial profiles, will ensure that all communities, irrespective of race, gender, ethnic or social origin, language, sexual orientation, age, disability, etc., are the recipients of targeted CDE programmes. Demographic and voter satisfaction findings derived from the 2019 Election Satisfaction Survey and Voter Participation Survey studies, 'Vulnerable Groups Indicator Reports' (STATS SA) and by geospatial Outreach Management System reports will inform which target groups are prioritised. Declining voter turnout as a measure of participation in electoral democracy. Continued and intensified awareness-raising and engagement with different target audiences and stakeholders to promote CDE and the role, powers and duties of the IEC as an independent electoral management body. Apathy, disinterest, Innovative programming for segmented target audiences, e.g. youth.

PART

D

TECHNICAL INDICATOR DESCRIPTIONS



PROGRAMME 1: ADMINISTRATION

Indicator number	1.1.1
Indicator title	Number of quarterly strategic risk registers reviewed by the ERM <i>per annum</i>
Definition	This indicator records the number of quarterly reviews and updates of the strategic risk register by the Executive Risk Management Committee.
Source of data	Minutes and strategic risk registers are kept in the office of the Chief Risk and Compliance Officer.
Method of calculation or assessment	Each quarterly strategic risk register for the year reviewed by the ERM counts towards the achievement of the objective, notwithstanding the fact that the final quarter's register reviewed will be presented during the first quarter of the new financial year.
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Desired performance	4 quarterly strategic risk registers reviewed
Indicator responsibility	Chief Risk and Compliance Officer

Indicator number	1.1.2
Indicator title	Percentage network and application systems availability measured in hours (system-generated report available)
Definition	The Electoral Commission's network connects the national office, disaster site, nine provincial offices, ten warehouses and 213 municipal offices and sub-municipal offices, and provides all staff members with access to the electoral, financial and management systems required for the effective functioning of the organisation.
Source of data	The data is available from monitoring tools/systems (Nagios, etc.)
Method of calculation or assessment	<p>The percentage uptime is calculated using two primary factors: network and server availability. The network and server figures are calculated by aggregating and averaging the daily availability figures (received from the monitoring tools for each site) on every working day of the year and nine working hours per day (2205 hours per annum). The average is reported monthly and recorded as a percentage of working hours in that month. The average percentage of three months is used to calculate the quarterly figure.</p> <p>The number of working days excludes the closed period between Christmas and New Year's Day and excludes weekends and registration weekends. The monitoring is done for the productive deployment period of the equipment (i.e., from commissioning to decommissioning). In the current period of load-shedding, the target has been adjusted down by 10% to provide for the impact of load-shedding, which is external uncontrollable and variable.</p>
Assumptions	That load shedding, especially at local and provincial levels, will be minimal.
Disaggregation of beneficiaries (where applicable)	Not applicable
Desired performance	90% of system uptime
Indicator responsibility	Chief Information Officer

Indicator number	1.1.3
Indicator title	Number of approved positions filled per annum
Definition	The total number of filled positions achieved during the year. Fixed-term staff appointed under the capacitation policy count towards the achievement of this target.
Source of data	SAP report as at 31 March
Method of calculation or assessment	Every employee appointed against a permanent position appearing on the SAP report as at 31 March.
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Desired performance	An increase in the number of posts filled means that the Electoral Commission is better resourced to deliver on its mandates.
Indicator responsibility	General Manager: Human Resources

Indicator number	1.1.4
Indicator title	Obtain a clean audit outcome from the annual external audit process.
Definition	Good corporate governance is central to an efficient and effective organisation. The AGSA audits financial statements, to determine if they are free from material misstatements and there are no material findings on reporting of performance objectives or non-compliance with legislation. The Commission aims to achieve a Clean Audit Report.
Source of data	AGSA audit report
Method of calculation or assessment	Qualitative
Assumptions	All legislative requirements are complied with, including GRAP
Disaggregation of beneficiaries (where applicable)	Not applicable
Desired performance	Clean audit report
Indicator responsibility	Chief Financial Officer

PROGRAMME 2: ELECTORAL OPERATIONS

Indicator number	2.1.1
Indicator title	Percentage of election results set aside.
Definition	Election outcomes that are not set aside are an indicator of how well elections are administered. The indicator measures the percentage of elections that are set aside by a court of law for not being legally compliant.
Source of data	Copy of court order kept on file held by Electoral Matters
Method of calculation or assessment	<p>Incidences of an election (including by-elections) being set aside by a court of law within the financial year:</p> <ul style="list-style-type: none"> • 0% in respect of National and Provincial elections. • 0% in respect of by-elections; and • No more that 0.5% in respect of general Local Government elections. <p>The election is deemed to be set aside on the date of the court ruling, thus elections held in a previous financial year that were set aside in the current financial year are included in this year's count. Elections held in this financial year that were set aside after the end of the financial year are included in next year's count. Elections which are set aside pursuant to relief sought by the Commission are not taken into account.</p>

Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Desired performance	Performance that meets the target of zero and no greater than 0.5% in a general municipal election year.
Indicator responsibility	General Manager: Electoral Matters

Indicator number	2.1.2
Indicator title	The number of registered voters as at 31 March each year.
Definition	The rate of registered voters relative to age eligible citizens is one of the indicators of the health of a democracy. The indicator tracks the number of citizens that are registered as voters as at the end of the financial year.
Source of data	A snapshot of the number of registered voters extracted from the voter registration database as at 31 March to be filled by Electoral Matters.
Method of calculation or assessment	Every current registered voter appearing on the voters' roll is counted once.
Assumptions	The national population register provided by the Department of Home Affairs to the Commission is accurate and up to date.
Disaggregation of beneficiaries (where applicable)	Not applicable
Desired performance	Numbers equal to or greater than the target represent achievement of the target.
Indicator responsibility	General Manager: Electoral Matters

PROGRAMME 3: OUTREACH

Indicator number	3.1.1
Indicator title	The number of research initiatives achieved per annum.
Definition	A research initiative may be an empirical and/or applied research study, survey, review, project or paper that is aimed at expanding knowledge and understanding in a particular field. The initiative may be conducted from both an academic and a practitioner perspective.
Source of data	Research reports from formal research studies conducted. Evidence is kept in the Civic Education, Research and Knowledge Management Department.
Method of calculation or assessment	Each initiative counts as a single instance in the achievement of the target.
Assumptions	Research outcomes are utilised in the planning and strategy of the Electoral Commission's activities and processes. Research projects take place based on the following assumptions: <ul style="list-style-type: none"> • Availability of budget to conduct the research. • The capacity of the service provider to complete the work timeously. • Service provider provides quality research product.
Disaggregation of beneficiaries (where applicable)	Different studies adopt different approaches. Some of the larger studies might disaggregate data according to gender, age, race, disability, etc., including other demographic groups. Other studies may adopt a general approach or focus on one particular group or demographic.
Desired performance	More empirically robust research projects imply a greater body of knowledge and important insights related to electoral democracy.
Indicator responsibility	General Manager: Civic and Democracy Education and Research

Indicator number	3.1.2
Indicator title	The number of thought leadership interactions achieved per annum
Definition	<p>A thought leadership interaction is an interactive activity that:</p> <ul style="list-style-type: none"> examines issues that contribute to and constrain democratization nationally, regionally and internationally; enables the identification, deliberate development and pioneering of new ideas, content and concepts, as well as identifying gaps action and thinking, and allows different scholars, practitioners and researchers to provide analyses and interact with electoral practitioners to seek improvement.
Source of data	Reports of thought leadership interactions conducted. Evidence is kept in the Civic Education, Research and Knowledge Management Department.
Method of calculation or assessment	Each initiative counts as a single instance in the achievement of the target.
Assumptions	<p>Outcomes or recommendations from thought leadership interactions are considered in the planning and strategy of the Commission's activities and processes. Thought leadership interactions take place based on the following assumptions:</p> <ul style="list-style-type: none"> Availability of budget to conduct the thought leadership seminars. Availability of the thought leaders. Participation of stakeholders.
Disaggregation of beneficiaries (where applicable)	Interactions may be generic in focus, targeting multiple groups, or may focus on specific groups such as women, youth or persons with disabilities
Desired performance	More thought leadership interactions imply a greater body of knowledge and new insights related to electoral democracy.
Indicator responsibility	General Manager: Civic and Democracy Education and Research

Indicator number	3.1.3
Indicator title	The number of civic democracy and voter education events held per annum.
Definition	A civic democracy education event is defined as an educational activity targeting a specific audience of at least 20 people.
Source of data	<p>For an event to be valid, the following two types of auditable evidence are compulsory:</p> <ul style="list-style-type: none"> An attendance registers per event or non-contact event form, uploaded on the Outreach Management System (OMS); and Evidence of educational substance, which will be demonstrated by completing the form that is embedded in the OMS.
Method of calculation or assessment	Each event that meets the definition is counted towards achieving the target.
Assumptions	<p>CDE events promote and increase knowledge and understanding of electoral processes by targeting specific demographics, stakeholders and areas where voter turnout has been historically low. The assumptions are as follows:</p> <ul style="list-style-type: none"> Budget allocations and resources are available and sufficient for community mobilisation initiatives. Participation of the target audience.
Disaggregation of beneficiaries (where applicable)	Some CDE events target general audiences made up of multiple stakeholders, while others may target differentiated and specific audiences, e.g., youth, women and persons with disabilities. Projects and budget allocations specifically target women, youth and persons with disabilities to participate fully in electoral processes.

Desired performance	More events imply that more people have been reached and taught how to participate in South Africa's electoral democracy.
Indicator responsibility	General Manager: Civic and Democracy Education and Research

Indicator number	3.1.4
Indicator title	Number of interactions Electoral Commission has with key stakeholders per annum.
Definition	<p>A stakeholder interaction is defined as a formal collaborative, mutually beneficial initiative that promotes knowledge and understanding of electoral democracy.</p> <p>Stakeholders may include groups, representatives of institutions, (such as civil society organisations (an umbrella term for non- governmental, non-profit organisations, community-based organisations and faith-based organisations), international, national or local authorities, politicians, religious leaders, groups with special interests and needs, the academic community, the private sector, business, Chapter 9 institutions, traditional leadership structures, statutory bodies, the media, state departments, organised labour, etc.), who cooperate with the Electoral Commission in the achievement of its mandate.</p> <p>Stakeholder engagements reported are held at Provincial, National and International level and are attended by designated IEC official and/or Commissioners.</p>
Source of data	Registers or reports or signed agreements of engagements where available. These are kept in hard copy at offices where the interactions took place and are uploaded in the OMS.
Method of calculation or assessment	Each stakeholder interaction or meeting counts towards the achievement of the target. Each interaction or meeting counts as a single instance, regardless of how many persons attend it.
Assumptions	<p>Stakeholder initiatives are a sustainable means to promote and increase broad community participation in electoral democracy. The assumptions are as follows:</p> <ul style="list-style-type: none"> • Proper planning • Availability of budget and resources
Disaggregation of beneficiaries (where applicable)	In certain circumstances, stakeholders representing specific groups, such as youth, women and persons with disabilities, may be targeted.
Desired performance	More capacity-building interactions with key stakeholders increase the understanding of electoral democracy in various sectors and communities.
Indicator responsibility	General Manager: Civic and Democracy Education

Indicator number	3.1.5
Indicator title	Recorded reach across multimedia communications platforms.
Definition	The Electoral Commission messages to reach an estimated number of citizens.
Source of data	Reports received from information technology companies and media houses.
Method of calculation or assessment	Collation of the statistics of the various placement reports.

Assumptions	Eligible voters will make use of the various communication platforms to become informed and interact with the Electoral Commission. The assumptions are as follows: <ul style="list-style-type: none"> • Availability of budget • Capacity of media houses • Messages will reach target audience
Disaggregation of beneficiaries (where applicable)	Both general and differentiated audiences will be targeted and reached.
Desired performance	A higher performance indicates maximized reach.
Indicator responsibility	Manager: Communications

PROGRAMME 4: PARTY FUNDING AND LIAISON

Indicator number	4.1.1
Indicator title	Number of disbursements to represented parties and independent representative per annum
Definition	This indicator evidences the achievement of the legislated mandate of the Political Representatives Fund and the Multi-Party Democracy Fund in relation to the distribution of public and private funding, respectively, to qualifying represented political parties and independent representatives in the national and provincial legislatures.
Source of data	Disbursement reports of the Political Representatives Fund and the Multi-Party Democracy Fund
Method of calculation or assessment	Each quarterly disbursement to qualifying political parties and independent representatives counts as one, regardless of the number of parties and independents paid. Supplementary payments to parties and independents who qualify after the main disbursement do not count towards achievement of this indicator.
Assumptions	Measure of distribution is irrespective of the Fund
Disaggregation of beneficiaries (where applicable)	Not applicable
Desired performance	Performance on target is desirable
Indicator responsibility	Chief Executive: Party Funding

Indicator number	4.1.2
Indicator title	Number of liaison sessions held per annum
Definition	This indicator measures the extent of engagement between the Commission and various stakeholders impacted by the Political Funding Act through the number of engagement sessions and meetings to be held with stakeholders, such as registered political parties, independents candidates and/or representatives, donors, civil society organisations, government departments and legislatures. The engagement sessions should take place periodically to create awareness, encourage compliance and educate on the provisions of the Act.
Source of data	Consultative sessions and meetings with members of various stakeholder groups.
Method of calculation or assessment	Quantitative.
Assumptions	None.

Disaggregation of beneficiaries (where applicable)	Not applicable
Desired performance	Performance that is equal to or higher than the target.
Indicator responsibility	Chief Executive: Party Funding

Indicator number	4.1.3
Indicator title	Number of publications regarding disclosure of donations per annum
Definition	This indicator evidences the achievement of the legislated mandate of the Electoral Commission in relation to the disclosure of donations made to and received by political parties, independent candidates and representatives that have been disclosed to the Commission. These donations are contained in one report.
Source of data	Prescribed declaration forms submitted by political parties, independents and private donors.
Method of calculation or assessment	Each quarter the Electoral Commission must publish the donations disclosed to it.
Assumptions	Political parties, independents and private donors submit declarations as per the Act.
Disaggregation of beneficiaries (where applicable)	Not applicable
Desired performance	Performance on target is desirable
Indicator responsibility	Chief Executive: Party Funding

Indicator number	4.1.4
Indicator title	Percentage of investigations initiated on valid complaints iro Section 14 of the Political Funding Act 6 of 2018 & regulations in a financial year
Definition	<p>This indicator measures the initiation rate of investigations on valid complaints submitted to the Electoral Commission in a financial year. Complaints include allegations of transgressions of the Political Funding Act by political parties, independent candidates and representatives as well as private donors.</p> <p>It is a requirement that such complaints should satisfy the requirements as set out in schedule two of the Regulations regarding the funding of political parties, independents candidates and representatives issued in terms of section 14 of the Political Funding Act, 2018. This indicator does not extend to complaints that do not meet the requirements for valid complaints.</p>
Source of data	Register, report or minutes of investigations initiated iro valid complaints
Method of calculation or assessment	Percentage investigations initiated for valid complaints in relation to total valid complaints received.
Assumptions	Section 14 of the Political Funding Act 6 of 2018 & regulations
Disaggregation of beneficiaries (where applicable)	Not applicable
Desired performance	A percentage equal to or greater than the target represents achievement of this target
Indicator responsibility	DCEO: Party Funding



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