



SOUTH AFRICA

ELECTORAL COMMISSION 2021/22 ANNUAL PERFORMANCE PLAN

EXECUTIVE AUTHORITY'S STATEMENT



To give effect to its vision of being a pre-eminent leader in electoral democracy and the quest for continuous development and improvements in its actions and operations, the Commission has ensured that the strategic and policy priorities contained in this Annual Performance Plan are aligned with the 2020–2025 Strategic Plan.

Chairperson: Glen Mashinini

Political and organizational maturity among registered political parties has greatly advanced since South Africa's first democratic elections in 1994. Since then, the expectations that political parties and the public have of an electoral administration have changed significantly. In response, the administration of elections has, in turn, become more structured and efficient since 1994.

Although the Electoral Commission, as an electoral body, has distinguished itself over the years and has constantly improved on the service and facilities it offers to all its stakeholders, the political and macro-social environment in which it operates has changed drastically.

This changed environment impacts on the work of the Electoral Commission. It was therefore appropriate for the Commission to once again reflect on its legal mandate, obligations and strategic priorities. The Commission has taken overall responsibility for developing strategic priorities for the five-year period

covered by the Strategic Plan, which informs this Annual Performance Plan. The strategic priorities for the planning cycle 2020–2025 were conceptualized at a re-visioning five-day workshop attended by Commissioners, senior management and representatives from all levels within the Electoral Commission. During this workshop, a new long-term vision (Vision Electoral Excellence), the Impact Statement for the planning period, as well as the strategic outcomes and outputs with the relevant performance indicators and targets, were developed in line with the new Framework for Strategic and Annual Performance Plans.

To give effect to its vision of being a pre-eminent leader in electoral democracy and the quest for continuous development and improvements in its actions and operations, the Commission has ensured that the strategic and policy priorities contained in this Annual Performance Plan are aligned with the 2020–2025 Strategic Plan.

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

In view of the fact that the 2020/21 Annual Performance Plan is aimed at supporting the overall strategic and policy priorities of the Electoral Commission, the Commission endorses it and is fully committed to supporting its implementation.

A handwritten signature in black ink that reads "Glen Mashinini". The signature is written in a cursive style and is positioned above a solid horizontal line that extends to the right.

Glen Mashinini
Executive
Authority

ACCOUNTING OFFICER'S STATEMENT



Chief Electoral Officer: Sy Mamabolo

This document describes the Electoral Commission's Annual Performance Plan for 2021/22, which aims to support the overall impact statement, as well as the strategic outcomes and outputs of the Electoral Commission.

The statement should provide information on the institution's strategic focus for the next financial year and the medium- term period ahead.

The Accounting Officer should also use this statement to make relevant acknowledgements and indicate the institution's commitment to the implementation of the Annual Performance Plan. This document describes the Electoral Commission's Annual Performance Plan for 2021/22, which aims to support the overall impact statement, as well as the strategic outcomes and outputs of the Electoral Commission.

The Electoral Commission is a Chapter 9 constitutional institution, established in terms of the Electoral Commission Act and mandated to manage the elections of legislative bodies, to ensure that those elections are free and fair, and to declare the results of those elections within a prescribed period. The Act 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 the free and fair election 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:

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

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

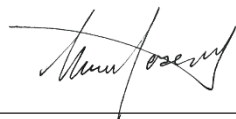
- was developed by the management of the Electoral Commission under the guidance of the Commission;
- takes into account all the relevant policies, legislation and other mandates for which the Electoral Commission is responsible; and
- accurately reflects the impact, outcomes and outputs that the Electoral Commission will endeavor to achieve over the medium term.



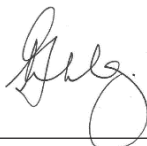
Akhtari Henning
Deputy Chief Electoral Officer: Corporate Services



Masego Sheburi
Deputy Chief Electoral Officer: Electoral Operations



Mawethu Mosery
Acting Deputy Chief Electoral Officer: Outreach



George Mahlangu
Chief Executive: Party Funding



Dawn Mbatha CA(SA)
Chief Financial Officer



Sy Mamabolo
Accounting Officer

Approved by:



Glen Mashinini:
Executive Authority

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PART A:
OUR MANDATE

PART A: OUR MANDATE

1. Updates to the relevant legislative and policy mandates

The legislative and policy mandates, as presented in the Strategic Plan for 2020–2025, remain relevant.

2. Updates to institutional policies and strategies

The institutional policies and strategies, as presented in the Strategic Plan for 2020–2025, remain relevant.

3. Updates to relevant court rulings

The relevant court rulings, as presented in the Strategic Plan for 2020–2025, remain relevant.

PART B:
**OUR STRATEGIC
FOCUS**

PART B: OUR STRATEGIC FOCUS

4. Updated situation analysis

The institutional policies and strategies, as presented in the Strategic Plan for 2020–2025, remain relevant.

4.1 External environment analysis

The institutional policies and strategies, as presented in the Strategic Plan for 2020–2025, remain relevant.

4.2 Internal environment

The institutional policies and strategies, as presented in the Strategic Plan for 2020–2025, remain relevant.

PART C:
**MEASURING OUR
PERFORMANCE**

PART C: MEASURING OUR PERFORMANCE

Institutional programme performance information

5. PROGRAMME 1: ADMINISTRATION

5.1 Purpose

The purpose of Programme 1 is to achieve the strategic outcome of strengthening institutional effectiveness at all levels of the organisation. It also provides the overall strategic management of the Electoral Commission, as well as centralised support and financial management services.

5.2 Sub-programmes

There are three sub-programmes under Programme 1:

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

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

The Office of the Chief Electoral Officer (CEO), which also resides under this sub-programme, monitors risk, as well as the implementation of and adherence to the Commission's strategic priorities and organizational policies.

Furthermore, this office ensures the achievement of outcomes and outputs, and works to improve the effective and efficient functioning of the Electoral Commission.

1.2 Corporate Services focuses on building institutional capacity, expanding human capital development, adhering to performance standards, becoming people-centred, managing human resources well, maintaining sound industrial relations, striving to comply with national climate change policies (preserving the environment), and building institutional memory.

This sub-programme provides enabling business processes and systems in respect of information and communication technology, legal services, human resource management and facilities management to efficiently and effectively support the core business of the Electoral Commission.

1.3 Financial Management focuses on managing financial resources well.

This sub-programme provides enabling business processes and systems in respect of financial management, which conforms to legal prescripts.

5.3 Outcomes, outputs, performance indicators and targets for 2021 MTEF

No.	Outcome	Outputs	Output indicators	Audited/actual performance			Estimated performance	MTEF period		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
1.1.1	Strengthened institutional effectiveness	Exercise leadership and governance, monitoring and evaluation to ensure the effective implementation of the Electoral Commission's core mandate, strategic outcomes and outputs, aligned with the corresponding budget allocations and risk mitigation.	Number of quarterly reviews of the strategic risk register by the Executive Risk Management Committee within 30 days after the start of the next quarter.	4	4	4	4	4	4	4
1.1.2		Provide a cutting-edge, stable, secure ICT environment that meets all functional needs of the Electoral Commission and supports innovative business processes.	Minimum annual percentage network and application systems availability measured in hours (system-generated report available)	98.32% (2 203.31 hours achieved)	98.38% (2 169.206 hours achieved)	97.6% (2 172.063 hours achieved)	97% of (2 232 hours achieved)	97% of (2 214 hours achieved)	97% of (2 232 hours achieved)	97% of (2 223 hours achieved)
1.1.4		Effectively manage financial resources in compliance with legislation.	Obtain a clean audit outcome from the annual external audit process	New	New	New	Obtain a clean audit	Obtain a clean audit	Obtain a clean audit	Obtain a clean audit

5.4 Indicators, annual and quarterly targets

No.	Output indicators	Quarterly targets				
		Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.1.1	Quarterly review of the Electoral Commission's strategic risk register by the Executive Risk Management Committee within 30 days after the start of the next quarter	4	1	1	1	1
1.1.2	Minimum annual percentage network and application systems availability measured in hours (system-generated report available)	97% of 2 214 hours achieved	97% of 540 hours achieved	97% of 576 hours achieved	97% of 540 hours achieved	97% of 558 hours achieved
1.1.3	Number of funded positions filled per annum	90% of 1 113 posts calculated pro-rata over the year				90% of 1 113 posts calculated pro-rata over the year
1.1.4	Obtain a clean audit outcome from the annual external audit process	Obtain a clean audit	New	Obtain a clean audit	-	-

5.5 Explanation of planned performance over the medium-term period

The outputs and indicators covered under this programme support good corporate governance and strengthened institutional effectiveness. Regular Commission meetings and timely reporting of performance, risk management and internal audit will direct the activities of the Electoral Commission towards good governance and achieving an unqualified report with no compliance findings, which aims to achieve a clean audit over the planning period. ICT governance, together with adequate training and performance management of a fully functioning staff complement, will enhance controls and result in compliance with laws and regulations.

5.6 Programme resource considerations

Programme	Audited outcome			Approved budget	2021 MTEF			
	R'000	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23
Administration		537 463	564 572	646 488	683 806	765 213	777 755	801 449
Economic classification								
Current payments		537 463	564 572	646 488	683 806	765 213	777 755	801 449
Compensation of employees		164 942	193 312	183 799	191 321	214 816	230 499	237 613
Goods and services		328 731	349 586	433 602	460 999	521 033	520 434	537 014
Depreciation		43 597	21 499	28 438	31 486	29 364	26 822	26 822
Losses from		178	166	631	-	-	-	-
Interest, dividends and rent on land		15	9	18	-	-	-	-
Total Expenditure		537 463	564 572	646 488	683 806	765 213	777 755	801 449

The budget allocation under this programme is directed at supporting the strategic management and core business of the Electoral Commission. Over the 2020 Medium-term Expenditure Framework (MTEF), R658.6 million will be allocated to the compensation of employees and R1.7 billion will be allocated to goods and services.

Over and above the normal inflationary adjustments, goods and services under this programme increase during election periods, mainly as a result of the sourcing of professional services in the ICT unit and additional warehousing accommodation on local level.

The increase in baseline allocations in respect of the compensation of permanent employees is mainly due to annual salary increases.

Costing of remuneration of employees includes salary packages, reimbursive travel claims, cell phone allowances, overtime and employer contributions.

In this programme, 127 full-time staff members are responsible for performance delivery at a national level and 49 at a provincial level.

The implementation of new technologies over the medium term to support electoral processes and to facilitate electoral transparency and credibility will have an impact on the activities and resources of this programme.

5.7 Technical indicator descriptions (TID)

Indicator number	1.1.1
Indicator title	Quarterly review of the Electoral Commission's strategic register by the Executive Risk Management Committee within 30 days after the start of the next quarter
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 Electoral Officer.
Method of calculation/assessment	Each quarterly strategic risk register for the year under review counts towards the achievement of the objective, notwithstanding the fact that the final quarter's register will be presented within 30 days of the start of the following financial year.
Means of verification	Strategic risk registers and minutes of the Executive Risk Management Committee. Depending on the timing of Executive Risk Management Committee meetings, signed or unsigned minutes count towards the achievement of this target.
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	4 quarterly strategic risk registers
Indicator responsibility	Chief Risk Officer

Indicator number	1.1.2
Indicator title	Minimum annual 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 in the Office of the Chief Information Officer (CIO).
Method of calculation/assessment	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 (2 214 hours per annum in 2020/21). The average is reported on a monthly basis and recorded as a percentage of working hours in that month. The average percentage of three months is used to calculate the quarterly figure. The number of working days excludes the closed period between Christmas and New Year's Day. The monitoring is done for the productive deployment period of the equipment (i.e. from commissioning to decommissioning).
Means of verification	The network and server monitoring systems, such as Nagios, or its successor, are used to electronically monitor and collect performance and availability data across the network, aggregated and reported centrally through the monitoring tool(s) in the ICT Department at national level.
Assumptions	That load shedding, especially at local and provincial levels, will be minimal.
Disaggregation of beneficiaries (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly (three-monthly reports consolidated)
Desired performance	98% of system uptime
Indicator responsibility	Chief Information Officer

Indicator number	1.1.3
Indicator title	Number of permanent staff positions filled per annum
Definition	The total number of filled positions achieved during the year on a pro-rata basis. The target is 90% of the approved organogram on a pro-rata basis. Fixed-term staff appointed under the capacitation policy count towards the achievement of this target.
Source of data	The Office of the Manager: Human Resources and the Office of the Chief Financial Officer (Budget Management).
Method of calculation/assessment	A post filled for the full year counts as one full post; posts filled for part of the year count pro-rata (e.g. a post filled for half a year counts as half a post.) Fixed-term staff appointed under the capacitation policy count towards the achievement of this target.
Means of verification	SAP personnel records available from Human Resources, as well as the monthly permanent and fixed-term staff reconciliation spreadsheet (staff paid as per SAP payroll vs staff paid as per SAP finance) available from the Office of the Chief Financial Officer
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	An increase in the number of filled posts 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	The number of repeat findings in relation to irregular expenditure is contained in the Auditor- General's Management Report and the Audit Report of each year under review. The ideal is to receive zero repeat findings in relation to irregular expenditure.
Source of data	Office of the Chief Financial Officer
Method of calculation/assessment	Quantitative
Means of verification	Audit Report and Management Report issued by the Auditor-General for the year under review
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Clean audit
Indicator responsibility	Chief Financial Officer

6. PROGRAMME 2: ELECTORAL OPERATIONS

6.1 Purpose

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

6.2 Sub-programmes

There are five sub-programmes under Programme 2:

- 2.1 **Electoral Operations Management** provides the strategic management for Programme 2.
- 2.2 **Electoral Matters** facilitates the participation of voters in regular free and fair elections, using sustainable systems, people and processes. Activities included are the delimitation of election boundaries, maintenance of the national voters' roll, and the planning and coordination of activities during registration weekends, on Election Day and special voting days, as well as for home visits.
- 2.3 **Logistics and Infrastructure** provides logistics, warehousing and distribution infrastructure such as voting stations and municipal electoral offices, electoral materials and equipment as specified in the bill of materials and voting station plans.
- 2.4 **Provincial and local offices** provide for the resources and decentralised support costs in provinces, excluding accommodation (rental costs).
- 2.5 **Electoral capacity building** provides for the salaries, allowances and training costs of all categories of electoral staff. The staff structure is expanded significantly during election periods when additional resources are imperative for the delivery of the electoral programme to cope with the workload and difficult logistical arrangements.

6.3 Outcomes, outputs, performance indicators and targets for 2021 MTEF

No.	Outcome	Outputs	Output indicators	Audited/actual performance			Estimated performance	MTEF period		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
2.1.1	Free and fair elections delivered	Manage free and fair elections in accordance with the applicable electoral timetables to ensure the efficient and credible execution of the mandate of the Electoral Commission	Number of elections set aside.	0 (None)	2 elections	0 (None)	0 (None)	0 (None)	0 (None)	0 (None)
2.1.2		Maintain a credible national common voters' roll that is enabled by cutting- edge technology	Number of registered voters as at 31 March each year.	26 253 822	26 800 000	26 800 000	25 960 000	26 540 000	26 18000	26 180 000

6.4 Indicators, annual and quarterly targets

		Quarterly targets				
No.	Output indicators	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.1.3	Number of elections set aside	0 (None)	0 (None)	0 (None)	0 (None)	0 (None)
2.1.4	Number of registered voters as at 31 March each year	26 540 000	0 (None)	0 (None)	0 (None)	26 540 000

6.5 Explanation of planned performance over the medium-term period

The outputs and indicators covered under this programme support Outcome 2, which aims to achieve the delivery of free and fair elections, and its associated indicators, which aim to have credible elections based on a legislative and policy framework with accepted outcomes or results. All these outputs and associated indicators will assist in achieving not only Outcome 2, but also the impact statement of ensuring free and fair elections.

6.6 Programme resource considerations

Programme	Audited outcome			Approved budget	2021 MTEF		
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
R'000							
Electoral operations	649 697	769 359	1 131 078	1 092 292	1 319 281	794 435	1 242 136
Economic classification							
Current payments	649 697	769 359	1 131 078	1 092 292	1 319 281	794 435	1 242 136
Compensation of empl	413 597	490 094	498 000	509 017	609 890	570 708	655 833
Goods and services	207 036	264 932	614 119	562 284	638 672	154 703	517 156
Depreciation	29 064	14 333	18 959	20 991	70 719	69 024	69 147
Losses from	-	-	-	-	-	-	-
Total Expenditure	649 697	769 359	1 131 078	1 092 292	1 319 281	794 435	1 242 136

The sum of R1.6 billion has been allocated to this programme for goods and services over the 2020 MTEF period. Compensation of employees amounts to R1.8 billion. Expenditure under this programme increases significantly in an election year compared to a non-election year. In this regard, it should be noted that all the years over the medium term are years with elections or election-related activities.

During the 2020/21 financial year, one main registration drive will be held. In 2021/22, the second registration drive, as well as the LGE 2021 will be held. The preparations for NPE 2024 will commence during the 2022/23 financial year.

Over and above the normal inflationary adjustments, goods and services under this programme increase during election periods, mainly as a result of the cost of voting station infrastructure, logistical arrangements, as well as the recruitment, appointment and training of staff appointed at voting stations during main registration drives and elections.

Another focus area over the medium term will be the implementation of the new voter registration and election management device and its associated software applications. Training of electoral staff, especially around special voting processes and procedures, has again emerged as a risk that needs to be substantially mitigated ahead of LGE 2021.

Temporary staff, working at voting stations during registration and election periods, are remunerated under the economic classification of goods and services for their subsistence and travel. The increase in baseline allocations in respect of the compensation of permanent employees is mainly due to annual salary increases. Costing of remuneration of employees includes salary packages, reimbursive travel claims, cell phone allowance, overtime and employer contributions.

A total of 741 full-time staff members (of which 716 are based at provincial and municipal levels) are responsible for service delivery under this programme. Furthermore, approximately 68 000 staff members are appointed at voting stations for each national registration drive, and approximately 208 000 staff members are appointed on Election Day.

The permanent staff structure is also expanded during election periods with between 5 000 and 6 000 contract staff members (including assistant project coordinators and area managers) to assist with logistical arrangements.

6.7 Technical indicator descriptions (TID)

Indicator number	2.1.1
Indicator title	Number of elections set aside.
Definition	Counts the number of elections that are set aside by a court of law.
Source of data	Copy of court order kept on file held by Electoral Matters
Method of calculation/assessment	Incidences of an election (including by-elections) being set aside by a court of law within the financial year. No elections having been set aside indicates that the target is achieved. The election is deemed to be set aside on the date of the court ruling, thus elections held in a previous financial year that were set aside in the current financial year are included in this year's count. Elections held in this financial year that were set aside after the end of the financial year are included in next year's count.
Means of verification	Copy of court order kept on file held by Electoral Matters
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Performance that meets the target of zero.
Indicator responsibility	General Manager: Electoral Matters

Indicator number	2.1.2
Indicator title	Number of registered voters as at 31 March each year
Definition	Registered voters on the last working day 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 filed with Electoral Matters.
Method of calculation/assessment	Every current registered voter appearing on the voters' roll is counted once.
Means of verification	A snapshot of the number of registered voters extracted from the voter registration database as at 31 March and the voter registration database linked to the national population register of the Department of Home Affairs.
Assumptions	The national population register provided by Department of Home Affairs to the Commission is accurate and up-to-date.
Disaggregation of beneficiaries (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Numbers equal to or greater than the target represent achievement of the target.
Indicator responsibility	General Manager: Electoral Matters

7. PROGRAMME 3: OUTREACH

7.1 Purpose

The purpose of this programme focuses on the strategic outcome of informing and engaging citizens and stakeholders in electoral democracy. The programme fosters participation in electoral democracy by providing civic and democracy education on a continuous basis; voter and balloting education as may be required by each election; strategic and thought leadership on matters pertaining to electoral democracy; broadening our research agenda and issuing publications; increasing visibility through proactive consultation, effective communication, and presence among our stakeholders and communities; facilitating platforms for political dialogue; cultivating an environment conducive for the holding of free and fair elections; and constantly engaging the media.

7.2 Sub-programmes

There are four sub-programmes under Programme 3:

- 3.1 **Outreach Management** provides the strategic management for Programme 3.
- 3.2 **Education and Research** imparts the knowledge, teaches the skills and nurtures the attitudes and values that enable as many citizens as possible to access the

opportunities presented by a participatory democracy. Research optimises the available data in order to inform organisational planning and other decision-making processes. It tracks emerging trends (perceptions and attitudes) in the social context that assist the Electoral Commission to determine its response. It also considers the latest developments in democratic election administration.

- 3.3 **Communications** actively manages the reputation of the Electoral Commission as a trusted body for managing free, fair and credible elections. It further enhances and supports the Electoral Commission's education and research agendas through strategic communication with the Electoral Commission's stakeholders, including political parties.

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

7.3 Outcomes, outputs, performance indicators and targets for 2021 MTEF

No.	Outcome	Outputs	Output indicators	Audited/actual performance			Estimated performance	MTEF period		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
3.1.1	Informed and engaged citizens and stakeholders in electoral democracy	Provide impactful and research and thought leadership to strengthen electoral democracy.	The number of research initiatives achieved per annum	4	4	4	3	2	2	2
3.1.2			The number of thought leadership interactions achieved per annum	New	New	New	4	10	10	10
3.1.3		Actively promote and foster awareness and participation in electoral processes through civic and democracy education programmes.	The number of CDE events held per annum	48 449	48 449	82 388	0	24 000	18 000	18 000
3.1.4		Interact with domestic, regional and international stakeholders to build an understanding of the Electoral Commission's role in delivering credible elections.	Number of meetings Electoral Commission hold with key stakeholders per annum	New	New	New	10	15	10	25

No.	Outcome	Outputs	Output indicators	Audited/actual performance			Estimated performance	MTEF period	
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
3.1.5	Informed and engaged citizens and stakeholders in electoral democracy	Advance and promote electoral processes through communication campaigns on diverse platforms to sustain visibility across the electoral cycle.	Recorded reach across multimedia communications platforms (digital, television, print, radio and out-of-home)	New	New	New	Digital (all social media and online content: Facebook ad reach – 35 million impressions Twitter ad reach – 2 million YouTube ad views – 2 million WhatsApp – New Google Adwords – 1 million impressions SMSs sent – 1 million Please Call Me – 100 million Television: 2 600 000 viewers Radio: 4 400 000 listeners Print: 6 million readers Out of home (150 billboards, 180 000 street pole posters, 2 000 transit TV screens, commuter transport – 20 long- distance buses)	Digital. (all social media and online content: Facebook ad reach – 35 million impressions Twitter ad reach – 2 million YouTube ad views – 2 million WhatsApp – New Google Adwords – 2 million impressions SMSs sent – 2 million Please Call Me – 150 million Television: 6 million viewers Radio: 5 000 000 listeners Print:6 million readers Out of home (150 billboards, 180 000 street pole posters, 2 000 transit TV screens, commuter transport – 20 long- distance buses)	This a non-election year. No campaigns are planned. Recommendation: Maintain 10% of the previous target

7.4 Indicators, annual and quarterly targets

No.	Output indicators	Quarterly targets				
		Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.1.1	The number of research initiatives achieved per annum	2				3
3.1.2	The number of thought leadership interactions achieved per annum	10				10
3.1.3	The number of face-to-face CDE events held per annum	24 000	0	0	0	0
3.1.4	Number of meetings Electoral Commission hold with key stakeholders per annum	10	2	2	3	3
3.1.5	Recorded reach across multimedia communication platforms (digital, television, print, radio and out-of- home)	Digital (all social media and online content: Facebook ad reach – 35 million impressions Twitter ad reach – 2 million YouTube ad views – 2 million WhatsApp – New Google Adwords –2 million impressions SMSs sent – 2 million Please Call Me – 150 million) Television: 6 million viewers Radio: 5 000 000 listeners Print:6 million readers Out of home (150 billboards, 180 000 street pole posters, 2 000 transit TV screens, commuter transport – 20 long- distance buses	none	none	none	Digital (all social media and online content: Facebook ad reach – 35 million impressions Twitter ad reach – 2 million YouTube ad views – 2 million WhatsApp – New Google Adwords –2 million impressions SMSs sent – 2 million Please Call Me – 150 million) Television: 6 million viewers Radio: 5 000 000 listeners Print:6 million readers Out of home (150 billboards, 180 000 street pole posters, 2 000 transit TV screens, commuter transport – 20 long- distance buses

7.5 Explanation of planned performance over the medium-term period

The outputs and indicators covered under this programme support Outcome 3, which aims to achieve informed and engaged citizens and stakeholders in electoral democracy, and its associated indicators, which aim to enhance and monitor voter participation over the planning period. All these outputs and associated indicators will not only assist in achieving Outcome 3, but also the impact statement of ensuring free and fair elections.

7.6 Programme resources consideration

Programme	Audited outcome			Approved budget	2021 MTEF		
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
R'000							
Outreach	108 644	269 698	225 878	201 510	201 697	114 083	258 154
Economic classification							
Current payments	108 644	269 698	225 878	201 510	201 697	114 083	258 154
Compensation of empl	60 279	110 540	87 932	79 414	108 164	87 158	113 604
Goods and services	48 365	159 158	137 946	122 096	93 533	26 925	144 550
Depreciation	-	-	-	-	-	-	-
Losses from	-	-	-	-	-	-	-
Total Expenditure	108 644	269 698	225 878	201 510	201 697	114 083	258 154

Budget allocation under this programme is directed at informing and educating civil society on democracy and electoral processes. Over the 2020 MTEF period, R295.8 million will be allocated under goods and services, and R318.9 million will be allocated to compensation of employees. Some of this funding may, however, have to be reprioritised between goods and services and the compensation of employees, depending on the outcome of the revised CDE model, which is currently being developed, and which will be implemented during the medium term.

The increase in baseline allocations in respect of the compensation of permanent employees is mainly due to annual salary increases. Costing of remuneration of employees includes salary packages, reimbursive travel claims, cell phone allowances, overtime and employer contributions.

Expenditure peaks during registration and election periods when CDE and communication programmes peak. A further factor is the international observer missions

that are hosted by Commission Services during these periods.

The rate of registration of young persons, and specifically those citizens born after 1994 (the "born frees"), represents one of the major challenges to the Electoral Commission. As a result, increased visibility of outreach programmes, especially among the youth (in the age group 18 to 29), continues to be one of the key components of the Electoral Commission's strategy over the planning period. In order to achieve this, the Electoral Commission is continuously embarking on initiatives with the view to enhancing civic democracy in educational institutions.

The staff structure is expanded during election periods with contract staff and fieldworkers to assist with civic education programmes. Outside of general elections, the Electoral Commission has an opportunity to strengthen electoral democracy through outreach programmes, making use of internal capacity outside the outreach function.

7.7 Technical indicator descriptions (TID)

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/ assessment	Each initiative counts as a single instance in the achievement of the target.
Means of verification	Proposals, reports or signed agreements where available
Assumptions	As the Electoral Commission entrenches itself as the foremost authority in election management, its research function enables reflection on practice, informs and influences its work, and heightens its credibility by addressing critical issues and advancing innovation in electoral democracy. Research outcomes are utilised in the planning and strategy of the Commission's activities and processes. Research projects take place on an ongoing basis, subject to the availability of budget and expertise.
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.
Calculation type	Non-cumulative
Reporting cycle	Annual
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	A thought leadership interaction is an interactive activity that: <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 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/ assessment	Each initiative counts as a single instance in the achievement of the target.
Means of verification	Concept papers, proposals, meeting minutes, emails, programmes and/or reports where available
Assumptions	As the Electoral Commission becomes more experienced in election management, thought leadership interactions enable reflection on practice, inform and influence its work, and heighten its credibility and authority by addressing critical issues and advancing innovation in electoral democracy. 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 on an ongoing basis, subject to the availability of budget, capacity and expertise.
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
Calculation type	Non-cumulative
Reporting cycle	Annual
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 CDE events held per annum
Definition	A civic education event is defined as an educational activity targeting a specific audience of at least 10 people.
Source of data	For an event to be valid, the following two types of auditable evidence are compulsory: <ul style="list-style-type: none"> An attendance register per event / 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/ assessment	Each event that meets the definition is counted towards achieving the target.
Means of verification	Attendance register and educational substance form uploaded per event and approved at various levels in the OMS.
Assumptions	CDE events remain a key direct-to-voter mechanism by which the Electoral Commission promotes learning that facilitates participation in electoral democracy to various audiences in communities. Public assessments of voter education as evidenced in the VPS and ESS continue to justify the usefulness of CDE events as a mechanism for community mobilization. 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. Budget allocations and resources are available and sufficient for community mobilization initiatives.
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.
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	More events imply that more people have been reached and taught how to participate in South Africa's electoral democracy.
Indicator responsibility	Provincial electoral officers and General Manager: Civic and Democracy Education and Research

Indicator number		3.1.4
Indicator title	Number of meetings Electoral Commission hold with key stakeholders per annum	
Definition	<p>A stakeholder interaction is defined as a formal collaborative, mutually beneficial educational capacity-building initiative that promotes knowledge and understanding of electoral democracy.</p> <p>Stakeholders may include groups, individuals, institutions and their formal and informal representatives (such as civil society organisations (an umbrella term for non-governmental, non-profit organisations, community-based organisations and faith-based organisations), national or local government 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 labor, etc.), who cooperate with the Electoral Commission in the achievement of its educational mandate.</p>	
Source of data	Meeting minutes, registers, reports or signed agreements where available. These are kept in hard copy at offices where the interactions took place and are uploaded in the OMS.	
Method of calculation/ 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.	
Means of verification	Meeting minutes, registers, reports or signed agreements, where available, which are uploaded and approved at various levels in the OMS and kept at various offices.	
Assumptions	<p>Stakeholders who are capacitated will promote civic education by raising awareness among their constituencies and informing about electoral democracy.</p> <p>Stakeholder capacity-building initiatives are a sustainable means to promote and increase broad community participation in electoral democracy.</p> <p>Due to their resources and diversity, stakeholders are able to reach all sectors of society.</p>	
Disaggregation of beneficiaries (where applicable)	In certain circumstances, stakeholders representing specific groups, such as youth, women and persons with disabilities, may be targeted.	
Calculation type	In certain circumstances, stakeholders representing specific groups, such as youth, women and persons with disabilities, may be targeted.	
Reporting cycle	Annually	
Desired performance	More capacity-building interactions with key stakeholders increase the understanding of electoral democracy in various sectors and communities.	

Indicator number		3.1.5
Indicator title	Recorded reach across multimedia communications platforms (digital, television, print, radio and out-of-home)	
Definition	Recorded reach across multimedia communication platforms (digital, television, print, radio and out-of-home)	
Source of data	Received from media owners through the Electoral Commission's contracted media buyer.	
Method of calculation/ assessment	<p>Quantitative.</p> <p>Analysis of all multimedia communication reports, resulting in the total campaign placement.</p>	
Means of verification	Various multimedia reports from media owners through the Electoral Commission's media buyer, collated by the media buyer.	
Assumptions	Eligible voters will make use of the various communication platforms to become informed and interact with the Electoral Commission.	
Disaggregation of beneficiaries (where applicable)	Both general and differentiated audiences will be targeted and reached.	
Calculation type	Cumulative (year-end)	
Reporting cycle	Annually	
Desired performance	A higher performance indicates maximised reach.	
Indicator responsibility	Manager: Communications	

8. PROGRAMME 4: PARTY FUNDING AND LIAISON

8.1 Purpose

This programme focuses on the strategic outcome of contributing to the enhancement of transparency in elections and party funding.

The programme manages party funding and donations in

- compliance with legislation, and
- strengthens cooperative relationships by
- providing consultative and liaison platforms between the Electoral Commission and political parties and candidates, using
- systems, people and processes that are sustainable.

It also provides effective management of the registration of political parties and processing of the nomination of candidates for various electoral events.

8.2 Sub-programmes

There are 4 sub programmes under Programme 4

4.1 Party Funding Management provides for the administration of the Political Party Unit; Promoting Regulatory Compliance, monitoring and enforcement in accordance with the Act; Engagement and outreach with political parties and proposing research to be undertaken in the political party funding sphere.

4.2 Represented Political Parties' Fund manage and disburse funds from the RPPF to represented political parties; To monitor spending in accordance with the Act; and to report in the spending as required by the Act.

4.3 Political Parties provide a platform for consultation and engagement with political parties and independent office bearers on issues related to elections.

4.4 Registration of Parties provide for the administration of the Registration of Political parties; the maintenance of a register of political parties; To provide for the de-registration of inactive political parties and to periodically publish a register of newly registered political parties.

8.3 Outcomes, outputs, performance indicators and targets for 2021 MTEF

No.	Outcome	Outputs	Output indicators	Audited/actual performance			Estimated performance	MTEF period		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
4.1.1	Contributed to the enhancement of transparency in elections and party funding	Manage party funding in compliance with relevant legislation	Number of disbursements to represented parties per annum	New	New	New	At least 4 – one per quarter	At least 4 – one per quarter	At least 4 – one per quarter	At least 4 – one per quarter
4.1.2		Provide consultative and cooperative liaison platforms between the Electoral Commission and stakeholders and potential contributors to promote funding of multi-party democracy.	Number of liaison sessions held with stakeholders and potential contributors to the Multi-Party Democracy Fund	New	New	New	10	10	10	10

8.4 Indicators, annual and quarterly targets

No.	Output indicators	Quarterly targets				
		Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1.1	Number of disbursements to represented parties per annum	4	At least 4 – one per quarter	At least 4 – one per quarter	At least 4 – one per quarter	At least 4 – one per quarter
4.1.2	Number of liaison sessions held with stakeholders and potential contributors to the Multi-Party Democracy Fund	10				

8.5 Explanation of planned performance over the medium-term period

The outputs and indicators covered under this programme support Outcome 4, which aims to achieve enhanced transparency in elections and party funding, and its associated indicator, which aims to monitor and report on progress made over the planning period. All these outputs and associated indicators will not only assist in achieving Outcome 4, but also the impact statement of ensuring free and fair elections.

8.6 Programme resource considerations

Programme	Audited outcome			Approved budget	2021 MTEF		
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
R'000							
Objective/Activity							
Party Funding	-	-	-	38 311	22 050	25 000	25 000
Economic classification							
Current payments	-	-	-	38 311	22 050	25 000	25 000
Compensation of employees	-	-	-	7 931	8 328	8 744	9 200
Goods and services	-	-	-	30 380	13 722	16 256	15 800
Depreciation	-	-	-	-	-	-	-
Losses from	-	-	-	-	-	-	-
Total Expenditure	-	-	-	38 311	22 050	25 000	25 000

The budget allocation under this programme is directed at contributing to enhancing transparency in elections and party funding. National Treasury has allocated an amount of R72.5 million over the medium term for the administration of the Party Funding Unit under Programme 4.

The organogram for this new programme is currently being developed and will be implemented in a phased approach over the medium term.

8.7 Technical indicator descriptions (TID)

Indicator number	4.1.1
Indicator title	Number of disbursements to represented parties per annum
Definition	This indicator evidences the achievement of the legislated mandate of the Represented Political Parties Fund (already in place) and the Multi-party Democracy Fund (enacted, but still to be proclaimed) in relation to the distribution of public and private funding, respectively, to represented political parties.
Source of data	Office of the Chief Executive: Party Funding
Method of calculation/ assessment	Each quarterly disbursement to qualifying political parties counts as one, regardless of the number of parties paid. Supplementary payments to parties who qualify after the main disbursement do not count towards achievement of this indicator.
Means of verification	Banking records held in the Office of the Chief Executive: Party Funding
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Performance on target is desirable
Indicator responsibility	Chief Executive: Party Funding

Indicator number	4.1.2
Indicator title	Number of fundraising consultations held with members of various businesses and chambers per annum.
Definition	A count of the number of consultations to be held with business representatives.
Source of data	Invitations made to members of various businesses and chambers.
Method of calculation/ assessment	Quantitative
Means of verification	Proof of invitations sent out or report of the session held.
Assumptions	Formal responses from the prospective contributors.
Disaggregation of beneficiaries (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Performance that is equal to or higher than the target.
Indicator responsibility	Chief Executive: Political Party Funding and Liaison