

ELECTORAL COMMISSION

Strategic Plan
2006-2007

Contents

- 1. Aims and functions of the Commission**
- 2. Vision**
- 3. Mission**
- 4. Strategic Objectives**
 - 4.1 Measurable objectives, Strategies/Activities, Outputs**
 - 4.2 Budgets**

1. Aims and functions of the Commission

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

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

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

- d. 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;
- e. compile and maintain a register of parties;
- f. undertake and promote research into electoral matters;
- g. develop and promote the development of electoral expertise and technology in all spheres of government;
- h. continuously review electoral legislation and proposed electoral legislation, and to make recommendations in connection therewith;
- i. promote voter education;
- j. declare the results of elections for national, provincial and municipal legislative bodies within seven days after such elections;
- k. appoint appropriate public administrations in any sphere of government to conduct elections when necessary.

2. **Vision**

To strengthen constitutional democracy through the delivery of free and fair elections in which every voter is able to record his or her informed choice.

3. **Mission**

The Electoral Commission is a permanent body created by the Constitution to promote and safeguard democracy in South Africa. Although publicly funded and accountable to parliament, the Commission is independent of the government. Its immediate task is the impartial management of free and fair elections at all levels of government.

4. **General Strategic Objectives**

1. To entrench the Commission as a focal point for the delivery of free and fair elections in the most efficient and cost effective manner;
2. Maintain an optimal network of voting districts and voting stations for the by-elections to ensure reasonable access by voters and to maintain an accurate and up-to-date national common voters roll;
3. To inform voters on electoral processes with a view to ensuring maximum participation (turnout) and the least possible number of spoilt ballot papers;
4. To ensure the effective participation of political parties and independent ward candidates in electoral processes;
5. To maintain and consolidate organisational systems and infrastructure in respect of voting facilities and agencies for by-elections;
6. To ensure that the necessary resources i.e. financial, human resources, information technology, corporate services, legal support, security as well as internal and external communications are maintained in order to ensure the effective functioning of the Commission;
7. To offer the highest possible standard of training to officials to facilitate a fluent and effective voting process and the accurate recording of the results of elections.

In pursuance of these strategic objectives, programmes with specific activities, outputs, measures and monitoring mechanisms were developed as follows:

SPECIFIC STRATEGIC OBJECTIVES FOR THE 2006/07 FINANCIAL YEAR

Strategic Objective 1

To entrench the Commission as a focal point for the delivery of free and fair elections in the most efficient and cost effective manner

ACTIVITIES	INDICATORS / OUTPUTS	OUTCOME
1. Entrench the Commission as a strong and independent custodian of electoral democracy in South Africa	<ol style="list-style-type: none"> 1. Provision of leadership on legislation governing electoral democracy in South Africa 2. Provision of independent opinion on matters affecting electoral democracy in South Africa 3. Effective engagement of political party forums, strong outreach and voter education programmes 4. independent research into matters affecting electoral democratic practices 	A broad based culture of electoral democracy
2. Continued development and enhancement of organizational and operational policies and procedures	Implementation, dissemination and review of official policies and procedures	Strong electoral management administration
3. Local Liaison	Develop strategic liaison with other Chapter 9 institutions, NGOs, government departments and institutions; and other relevant stakeholders;	Enhanced co-operation between the Commission and other institutions through joint programmes
4. International Liaison.	Develop strategic alliance and co-operation with stakeholders	Effective continued international relationships; Finding relevance in international platforms and agendas for electoral democracy;
5. Actively participate in initiatives on the establishment of electoral democracy on the continent.	Provide advice and hands on training on elections	Participating in programmes of the continent: APRM, NEPAD, Providing electoral assistance e.g. DRC, COMMORES etc

Strategic Objective 2

Maintain an optimal network of voting districts and voting stations to ensure reasonable access by voters and to maintain an accurate and up-to-date national common voters roll

ACTIVITIES	INDICATORS/OUTPUTS	OUTCOME
1. Update the strategy for the maintenance of the voters' roll, including priority geographic areas and specific sectors (e.g. youth, women, etc.).	<ol style="list-style-type: none"> 1. Consultation with stakeholders, through various focus group discussions 2. A steadily increase in the number of voters 3. Voters' roll continuously ready for elections. 	Establish a credible voters roll.
2. Determine an appropriate standard for the Maintenance of the voters' roll.	Communicate standards.	Voters roll continuously reflects population growth and mobility trends.
3. Determine specific targets for the maintenance of a high quality voters' roll (including the discounting of voters from the roll due to death, etc.).	Communicated targets for the maintenance of the voters' roll.	Regular updates of the voters roll.
4. Determine a strategy for the re-delimitation of voting districts.	<ol style="list-style-type: none"> 1. Voting districts simplified with respect to access and distances covered 2. Voting stations situated within voting districts 3. Criteria for re-delimitation established 4. alignment of voting district boundaries to newly delimited ward boundaries 	Developmentally aligned voting districts
6. Align voter registration systems to the Home Affairs Identification System	Ensure ideal communication between IEC internal systems and equipment with to new technology	Aligned registration and identification systems
7. Provide input into the development of address allocation to all residents.	Participate in inter-departmental forums.	Addresses for everybody
8. Exploring alternative means of facilitating registration of voters	Research with stakeholders participation	Consideration of Options

Strategic Objective 3

To inform voters on electoral processes with a view to ensuring maximum participation (turnout) and the least possible number of spoilt ballot papers

VOTING, ELECTORAL DEMOCRACY DEVELOPMENT AND LIAISON		
Sub-objective: To inform and educate voters on electoral processes;		
ACTIVITIES	INDICATORS / OUTPUTS	OUTCOME
Enhance the participation of local communities in the identification and pursuit of opportunities to strengthen constitutional democracy and electoral processes.	<ol style="list-style-type: none"> 1. Revised strategies to establish and agree on opportunities to strengthen constitutional electoral democracy. 2. Implementation of agreed electoral democracy development and voter education projects in line with identified needs. 	<ol style="list-style-type: none"> 1. Sustained programme on electoral democracy development
<ol style="list-style-type: none"> 1. Electoral democracy development & education projects and delivery of appropriate teaching/learning support training 	<ol style="list-style-type: none"> 1. Materials prepared and distributed. 2. Facilitators identified, trained and evaluated 3. Projects implemented, monitored and evaluated 	<ol style="list-style-type: none"> 1. inclusion in civic schools curriculum 2. Database of trained facilitators
4. stakeholder liaison	Electoral democracy development interventions & educational projects such as Schools Electoral democracy Development, Mass Education, Stakeholder engagement and Outreach, implemented.	Informed stakeholders and electorate
5. Ensuring effective voter & balloting education programmes	<ol style="list-style-type: none"> 1. Educated and information dissemination campaigns 	Educated and informed voters -Reduced no of spoilt ballots
Continuous research into electoral matters	Commission and conduct research	Updated information

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Strategic Objective 4

To ensure the effective participation of political parties and independent ward candidates in electoral processes

S/O 4:		
Sub-objective: To facilitate the participation of political parties in the electoral processes:		
ACTIVITIES	INDICATORS / OUTPUTS	OUTCOME
1. Provide effective administration support for the party liaison structure and encourage participation in these structures by all eligible parties	2. Scheduled PLC meetings; 3. Proceedings of PLC's maintained and communicated timeously; 4. Correspondence with parties systematized. 5. Effective and efficient functioning of party liaison committees 6. Accurate responses to queries requests for information by parties	Regular interaction between comm. plus., parties and parties amongst themselves -parties informed about electoral processes
2. Provide a transparent political party registration system.	1. Party registration system maintained; 2. IEC officials trained in party registration matters; 3. An accurate up-to-date record of registered political parties and their profiles.	User friendly party registration system and process
3. Establish an effective system for the receipt, recording and maintenance of party lists submitted for an election and for the receipt and acceptance of the nomination of candidates	1. Accurate record of nomination and party lists 2. Managed accurate recording of submitted party lists 3. IEC officials trained in the maintenance of lists.	Accurate candidate list
4. Establish an effective system for recordings of floor crossing	1. Ensure accurate recording of changes of Party membership and movement of councilors.	Accurate record of party representation
5. Conduct by-elections	Efficient administration of process.	Vacancy filled within the stipulated timeframe
6. Manage and administer and allocate the Represented Political Parties Fund within the framework of the <i>Public Funding of Represented Political Parties Act (Act 103 of 1997)</i> and Regulations 1998.	1. Funds allocated to represented parties in terms of RPPF Act; 2. Audited financial statements of the RPPF developed and distributed within the stipulated time frames	Compliance with Public Funding of Represented Political Parties Act and Regulations 1998.

Strategic Objective 5

To maintain and consolidate organisational systems and infrastructure in respect of voting facilities and agencies for the delivery of the elections

S/O 5: LOGISTICS & LOCAL DELIVERY STRUCTURES		
Sub-objective: To ensure effective voting station infrastructure provisioning;		
ACTIVITIES	INDICATORS / OUTPUTS	OUTCOME
1. Determine standards for infrastructure for the IEC's network of voting stations.	1. Minimum specifications for voting stations infrastructure developed and communicated; 2. A bill of materials developed and published.	Adequately resourced voting stations
3. Determine a strategy for procurement of voting station materials	Communicated strategy for voting station materials and equipment procurement.	Timeous, cost effective and adequately provisioned voting materials
4. Determine a strategy for the warehousing and distribution of voting station materials.	1. Communicated strategy for voting station materials warehousing and distribution; 2. Timelines for the warehousing and distribution developed and communicated; 3. Disposals of materials to comply with Section 105 of the Electoral Act, 1998.	Efficient and effective warehousing and local delivery structures

Strategic Objective 6

To ensure that the necessary resources i.e. financial, human resources, information technology, corporate services, legal support, security as well as internal and external communications are maintained in order to ensure the effective functioning of the Commission

S/O 6: FINANCIAL MANAGEMENT		
Sub-objective: To co-ordinate and provide financial support		
ACTIVITIES	INDICATORS / OUTPUTS	OUTCOME
1. Develop an organisational budget and project-based budgets for departments and provincial offices.	1. Guidelines provided for the development of budgeting timeframes and capturing information on IEC systems (i.e. PCS, MFS, ERP, etc). 2. Ensure that provinces and the departments operate within budget; 3. Ensure appropriate allocation of the budget from the Treasury in terms of the legislation on or before the prescribed dates	MTEF Budgets in compliance with the Treasury Requirements; Monthly budget versus actual variance reports, and internal audit reports; Compliance with Treasury requirements
2. Financial reporting and internal control mechanisms	Compliance with financial management controls and procedures consistent with the <i>Public Finance Management Act</i> .	Monthly management and internal audit reports. Compliance with the PMFA.
3. External Audit and Liaison with the Auditor General's Office	Ensure the annual audit takes place timeously in compliance with GAAP, PFMA and other relevant legislation.	Year End -April to 31 August
4. Ensure adherence to Commission's procurement policies and procedures;	Compliance with procurement policies and procedures.	
5. Internal Audit function	1. Implementation of risk management and fraud prevention policies and effective internal controls mechanisms; 2. Implementation of recommendations of the Internal Audit reports;	1. Unqualified A-G report; 2. Internal audit reports; 3. Liaison and full co-operation with appointed audit firms in carrying out their mandate.

S/O 6: HUMAN RESOURCES MANAGEMENT		
Sub-objective: To foster the continued development of the Commission as an employer of choice.		
ACTIVITIES	INDICATORS / OUTPUTS	OUTCOME
1. Maintain organogram consistent with programmes and activities of the Commission	1. Organogram approved by CEO in consultation with Commission and thereafter published	Approved staff compliment on board
2. Recruitment and Selection	Key positions filled as per the approved operational plan.	Employ and retain skilled staff
3. Manage Employment Equity Profile in line with Commission targets	Recruitment from suitable qualified designated groups.	The Commission is able to meet its Equity profile targets
4. Policies	Develop, invite input on, document, update and monitor the practical implementation of all policies and procedures; Ensure substantive and procedural fair employee relations processes and policies.	Updated and user-friendly policies and procedures governing salient issues are in place and communicated to staff; Compliance with the relevant labour legislation and Published Employees Policies Manual.
5. Performance Management	Managing the regular and honest documentation of observed performance and the two formal assessment of performance in line with the Commission's performance management system; Coaching Heads and line Managers in this regard where required;	Senior Managers and Line Managers observe and document actual behaviour in line performance contracts, offer care and growth inputs and recommend individual staff plan; Senior Managers and line managers to be competent and objective in their management of the performance of their staff in line with strategic plans; Moderating Committee

Formatted: Bullets and Numbering

	Collating raw scores allocated, managing the moderation thereof and formalizing the payment of related annual performance incentives.	meetings are held after formal reviews and annual performance incentives are administered in a transparent manner.
5. HR Administration	Maintain sound personnel records for all staff (present and past) with regard to the period employed, training, professional development, remuneration, career path, noteworthy achievements and discipline.	Personnel records are maintained in a secure, confidential place and kept up-to date.
6. Skills Development of the Commission's personnel	Identify training needs based on the outcome of the performance assessment and assist staff in identifying suitable training and professional development programmes in line with individual developmental need and the Commission's requirements.	An active training database reflective of the current, completed and planned training initiatives of personnel in line with the professional development and bursary policy; Documented training and development strategies. Trained Electoral Staff
7. Management of Commission's remuneration strategy	Staff remuneration and benefits are effectively administered timeously; Staff salaries are reviewed annually, where factors including individual performance, affordability, inflation, market conditions and organization performance will be taken into account.	Objective remuneration strategy that enables the Commission to attract and retain talented personnel

S/O 6: INFORMATION TECHNOLOGY		
Sub-objective: Co-ordinate and provide IT Services		
ACTIVITIES	INDICATORS / OUTPUTS	OUTCOME
1. IT Infrastructure	Maintain the IT Infrastructure. Successful upgrade of hardware and software infrastructure Maintenance of the local and wide area network and provision of technical support.	Stable, flexible and scalable IT service delivery platform.
2. Data base management	Existing databases integrated in a single interface.	Integrated datawarehouse
3. Maintain an effective helpdesk support function;	IT related training activities identified for end-users; Training interventions identified and implemented; Enhancements to the helpdesk system to improve response time to end –users.	Satisfied user community
4. Commission Internet & Intranet	Maintain effective, efficient and user-friendly internet and intranet sites.	Informative online information self-service facility
5. Maintain Commission IT Policy	IT policy work shopped with all employees and amended in accordance with input received.	Informed and compliant user community
6. Risk management	Maintain business continuity plan and disaster-recovery processes. Maintain high IT security. Maintain functional back-ups.	Secure and risk free environment.
7.Revision of appropriateness of current technology e.g.: ERP, Website	Integrate Web browsers with available technology	

S/O 6: CORPORATE SERVICES

Sub-objective: To ensure the safekeeping of equipment and personnel on Commission's premises

ACTIVITIES	INDICATORS / OUTPUTS	OUTCOME
1. Provide the Commission offices with applicable security measures to ensure the safekeeping of goods and personnel	Review and maintain security system and facilities in conjunction with state security agencies; Maintain the Commission's access control and measures.	Assets and employees are protected
2. Ensure proper utilisation of Commission's pool cars	Ensure the pool cars are used in line with the pool car policies; Ensure the pool cars are maintained and serviced.	Appropriate use of pool cars
3. Management of information	Efficient management of the library; Institution of framework for implementation of Promotion of Access to Information Act.	Compliance with the Archives Act. Compliance with the Promotion of Access to Information Act.
4. Establishing Resource Centre	Collection of data, documents, in consultation with other role	Convert library into resource centre

S/O 6: COMMUNICATION		
Sub-objective: To manage effective internal and external communication		
ACTIVITIES	INDICATORS / OUTPUTS	OUTCOME
1. Co-ordinate production and distribution of external newsletter to key stakeholders	Awareness of issues that may become key focus areas for the Commission.	Informed stakeholders
2. Formation of a Communication Task Team.	Discussion and planning to inform strategies around Commission's functions and activities; Proactive communications of management issues; Publicise Commission interventions through regular issuing of press statements.	Informed employees Informed employees and stakeholders
3. Election reports , Annual Reports and all other publications	A comprehensive report on the Commission's performance and important benchmarks	Compliance with the PFMA requirements
4. Monitor media reports	Ensure fair representation of Commission; Develop rapid response mechanisms; Conduct media analysis.	Positive media coverage for the Commission
5. Development of appropriate communications materials	Specific targeting of stakeholders through appropriate messages	Positive awareness of the Commission
6. Participate and develop communication links with stakeholders	Creating support of natural allies	Positive support from allies
7. Work in conjunction with IT to develop and improve systems for dissemination of information online, and better use of the Commission's web-site and to promote the Communications web-site	Ensure regular updates of the Commission information is published on the web-site.	Easy access to Commission's web-sites User-friendly online interaction with the IEC

8. Conduct sound media relations queries on behalf of the Commission	essentially daily; coverage;	Responsible media
9. Produce internal news letter - publication of the Vota News		Regular News
10. Manage Elections Campaigns	for elections	Increase electoral

LEGAL SERVICES

Sub-objective: To coordinate the activities of the Commission

ACTIVITIES	OUTPUTS	OUTCOME
1. Render technical assistance on every amendment regulatory amendments		Effective regulatory
2. Legal advice to the CEO and members of the Commission in instances of dispute		Timely
3. Institute legal proceedings where required:		Successful dispute
4. Provision of legal assistance on request		As required
5. Provision of training courses on legislative matters.	Knowledge of the legislation	Improved
6. Drafting and management of contracts	Completion of contracts	Timely enforcement
7. Technical advice and assistance to other government departments and organisations in dealing with legislative measures	Weaknesses of proposed government comments	Contribute to effective
8. Regular review of electoral legislation.	Specific aspects of the legislation.	Legislative development requirements

Strategic Objective 7

To offer the highest possible standard of training to officials to facilitate a fluent and effective voting process and the accurate recording of the results of elections

S/O 7: Voting and Training		
Sub-objective: To provide for the effective training of local electoral staff		
ACTIVITIES	INDICATORS / OUTPUTS	OUTCOME
1. Developing training projects based on training needs	Implementation of training projects	Effectively trained staff
2. Development of training and support materials	Production and distribution of materials	User friendly material
3. Development of unit standards	Adopted unit standards	SAQA approved
4. Drafting procedures for the administration of voting and counting at voting stations	Implementation of procedures	Effective and user friendly procedures
5. Development of user guides and support materials	.Production and distribution of materials	User friendly material
6. Continued assessment of procedures	Improved procedures	Effective and efficient election administration
7. Drafting procedures for the effective calculation, recording and submission of election results	Implementation of procedures	Accurate election results
8. Development of user guides and support materials	Production and distribution of materials	User friendly material
9. Establishment of National and Provincial Results Operations centres	Functional operational results operations centres	National and Provincial Operation centers established timeously
Development of Centre for Elections Learning	Review and update of electoral training curriculum.	Availability of Trained and Skilled electoral Administrators