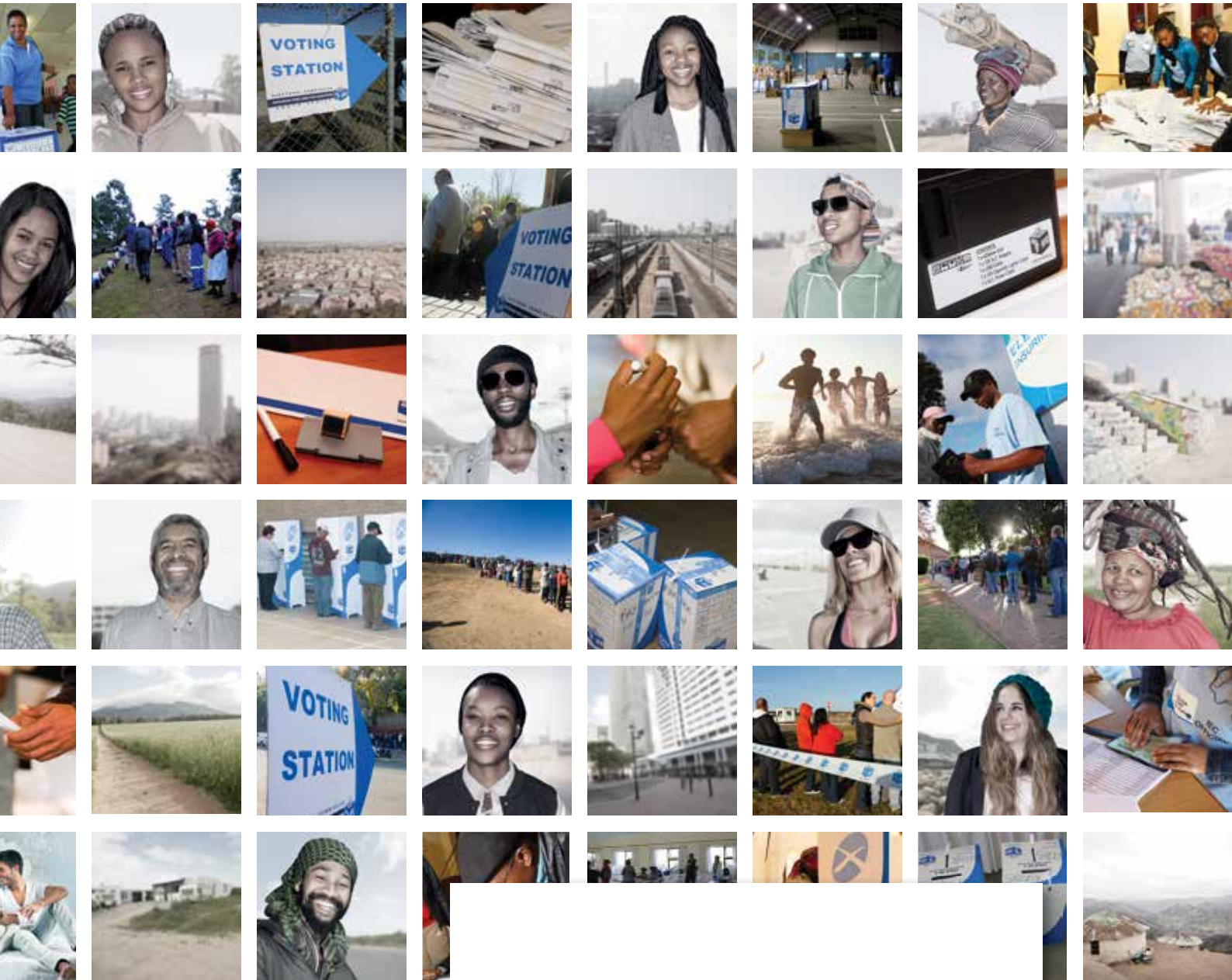




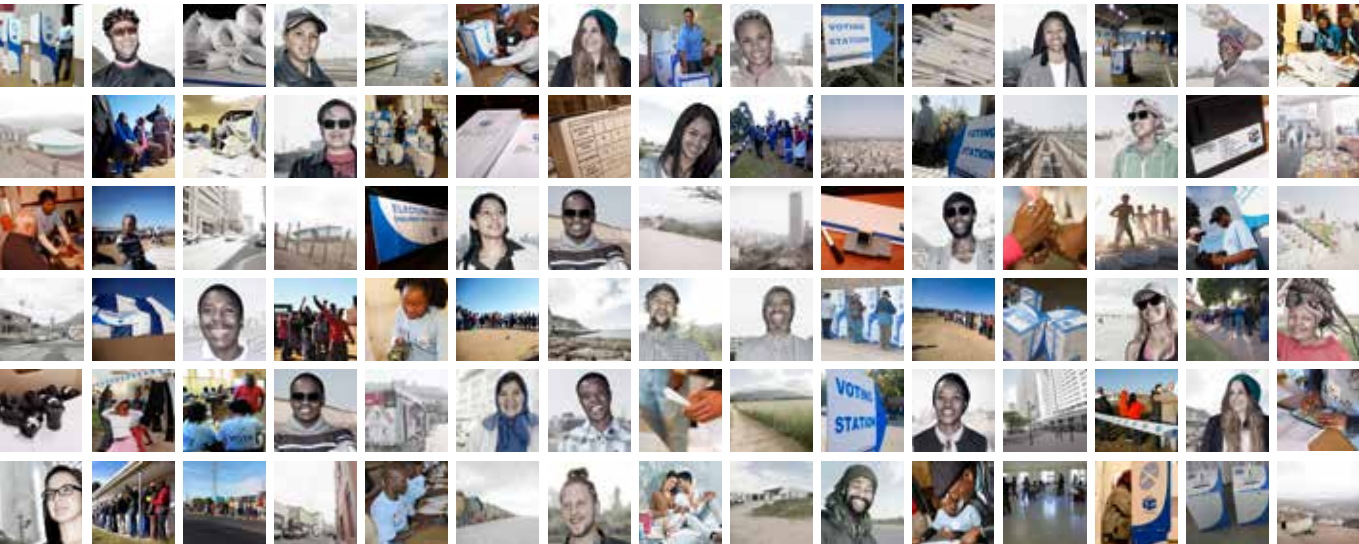
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ANNUAL REPORT ELECTORAL COMMISSION

2014

ENSURING FREE AND FAIR ELECTIONS



ELECTORAL COMMISSION



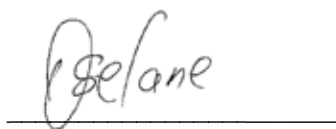
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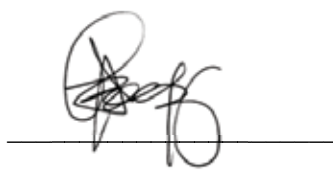
The Honourable B Mbete

Speaker of the National Assembly

I have the honour of submitting the Annual Report of the Electoral Commission for the period 1 April 2013 to 31 March 2014.

A handwritten signature in black ink, appearing to read 'B. Mbete', is written over a horizontal line.

Vice-Chairperson
31 July 2014

A handwritten signature in black ink, appearing to read 'R. M. M.', is written over a horizontal line.

Chief Electoral Officer
31 July 2014

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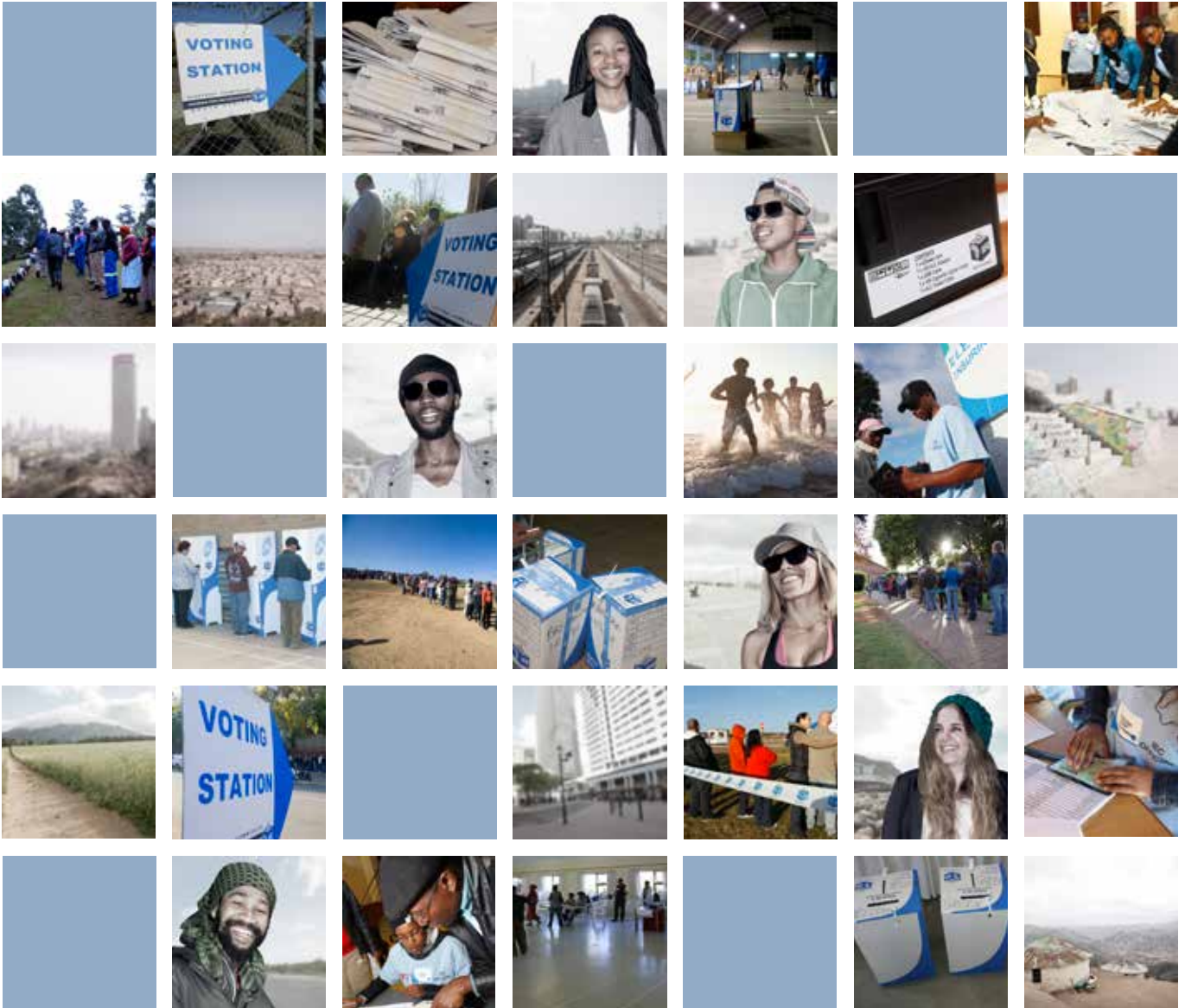
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Part A: General Information



1. Electoral Commission's general information

NAME:	Electoral Commission
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WEBSITE ADDRESS:	www.elections.org.za
FACEBOOK ADDRESS:	http://www.facebook.com/IECSouthAfrica
TWITTER HANDLE:	@IECSouthAfrica

2. List of abbreviations and acronyms

AAEA	Association of African Electoral Authorities	Electoral Commission	The Commission as defined in section 3(1) of the Electoral Commission Act, Act No. 51 of 1996, i.e., the organisation
A-WEB	Association of World Election Bodies	EEC	Employment Equity Committee
API	Application Programming Interface	EPC	Electoral Project Coordinator
APP	Annual Performance Plan	ERMC	Executive Risk Management Committee
B-BBEE	Broad-based Black Economic Empowerment	ESS	Electoral Staff System
BOM	Bill of Materials	e-Voting	Electronic voting
BPG	Ballot paper generation	EXCO	Executive Committee
BRIDGE	Building Resources in Democracy, Governance and Elections	FBO	Faith-based Organisation
CAAT	Computer-assisted Audit Techniques	FIM	Forefront Identity Manager
CCMA	Commission for Conciliation, Mediation and Arbitration	FMPPI	Framework for Managing Programme Performance Information
CDE	Civic and Democracy Education	GEPP	Government Employees Pension Fund
CDV	Check digit validation	GIS	Geographic Information Systems
CEO	Chief Electoral Officer	GRAP	Generally Recognised Accounting Practice
CGU	Cash-generating unit	HR	Human Resources
CoGTA	Department of Cooperative Governance and Traditional Affairs	HSRC	Human Sciences Research Council
COIDA	Compensation for Occupational Injuries and Diseases	ICT	Information and Communication Technology
Commission	The Commission established in terms of section 6(1) of the Electoral Commission Act, Act No. 51 of 1996, i.e. the Commissioners	IFRS	International Financial Reporting Standards
DAC	Department of Arts and Culture	IIA SA	Institute of Internal Auditors South Africa
DCEO	Deputy Chief Electoral Officer	IM	Instant Messaging
DeafSA	Deaf Federation of South Africa	IP	Internet Protocol
DEF	Democracy Education Facilitator	IT	Information Technology
DIRCO	Department of International Relations and Cooperation	ITEC	Indian Technical and Economic Cooperation
ECF-SADC	Electoral Commissions Forum of the Southern African Development Community	ITIL	Information, Technology, Infrastructure Library
		IVR	Interactive voice response

LAN	Local Area Network	RPPF	Represented Political Parties Fund
LIS	Logistics Information System	SABC	South African Broadcasting Corporation
MEO	Municipal Electoral Officer	SA GRAP	South African Statements of Generally Recognised Accounting Practice
MDB	Municipal Demarcation Board	SAICA	South African Institute of Chartered Accountants
MOC	Municipal Outreach Coordinator	SAIMAS	Southern Africa Institute of Management Services
MPLC	Municipal Party Liaison Committee	SANBS	South African National Blood Service
MRP	Materials Requirement Plan	SANCB	South African National Council for the Blind
MTEF	Medium-term Expenditure Framework	SANDF	South African National Defence Force
NCF	National Coordinating Forum	SAP	Systems, Applications and Products
NEHAWU	National Education and Allied Workers Union	SAPS	South African Police Service
NLS	National Language Service	SARS	South African Revenue Service
NNF	National Negotiating Forum	SCM	Supply Chain Management
NPLC	National Party Liaison Committee	SIEM	Security Information and Event Management
NPR	National Population Register	SSPR	Self Service Password Reset
OMS	Outreach Management System	StatsSA	Statistics South Africa
OBE	Outcomes-based education	TAM	Television audience measurement
PAA	Public Audit Act	UNCRRPD	United Nations Convention on the Rights of Persons with Disabilities
PBSU	Programmable Barcode Scanner Unit	USSD	Unstructured Supplementary Service Data
PFMA	Public Finance Management Act, Act No. 1 of 1999 as amended	VAT	Value-added Tax
PLC	Party Liaison Committee	VEC10	Overseas registration form
PPLC	Provincial Party Liaison Committee	VPS	Voter Participation Survey
PPPFA	Preferential Procurement Policy Framework Act	VSO	Voting Station Operations
PR	Proportional representation	WAN	Wide Area Network
REC1	Registration application form	WSUS	Windows Server Update Services
ROC	Results Operations Centre		

3. Foreword by the Vice-Chairperson



The Electoral Commission is honoured to present its annual report for the 2013/14 financial year.

T Tselane

When the current Commission assumed office in 2011, our immediate task was to craft a strategy for our tenure, with a sharp focus on seamless delivery of the 2014 national and provincial elections, as this was the immediate task at hand. It was also our first election as a Commission. These elections would be held during a period when South Africa was celebrating 20 years of democracy. It was therefore important that we garner our collective energies to ensure that it is executed in a manner that would make these elections a flagship in respect of the work of the Electoral Commission.

As the Commission, our vision to become a pre-eminent leader in electoral democracy is paramount to our strategy. Since its establishment, the Electoral Commission has managed four national and provincial elections, all of which were declared free, fair and credible by international and domestic standards. We have also managed four municipal elections and numerous by-elections. As a result of these elections, the Commission has grown from strength to strength by enhancing stakeholder management and redefining

business processes as and when deemed necessary. Internationally, we are a notable player in electoral democracy. For two years now, the Electoral Commission has held the Presidency of the Electoral Commissions Forum of the Southern African Development Community (ECF-SADC). The Commission was also nominated to the Executive Board of the Association of World Election Bodies (A-WEB) at its inaugural meeting in Seoul, South Korea, in October 2013. Currently, we are at the forefront of an initiative to resuscitate the Association of African Electoral Authorities (AAEA). In addition to the above, we have observed elections, provided technical assistance and worked towards strengthening capacity in more than 20 countries over the past 20 years.

In the 16 years since its establishment, the Electoral Commission has had an opportunity not only to endure challenges in the management of elections, but also to find solutions that strengthen electoral democracy in South Africa. In 2014, as South Africa prepared for the 20th anniversary of its democracy, we can showcase our skills in election management and prove that electoral democracy in South Africa is well entrenched.

The first post-apartheid elections in South Africa in 1994 paved the way for the development of innovative systems that were aimed at safeguarding the credibility of our elections. When these elections were held, the erstwhile Electoral Commission did not have a voters' roll. Over the years, we have invested significant resources in building a credible voters' roll, which is regularly verified against the population register of the Department of Home Affairs. Since its inception in 1999, the voters' roll has grown from 18 million to more than 25 million voters at the end of the current reporting period. According to the census report as released by Statistics South Africa in 2012, the number of citizens eligible to register as voters in South Africa was 31 434 035. The Commission set itself a target of 80% of this figure and, through dedication and effort, 80.8% was achieved.

In line with our commitment to ensure that as many South Africans as possible can exercise their right to vote, we have taken it upon ourselves to adjust to the changing needs of the electorate to ensure that everyone who wished to do so could exercise their right to participate without hindrance. In the year under review, we started the process, in consultation with law makers, of amending relevant sections of electoral legislation to extend voting rights to South Africans living abroad. Consequently, in November 2013, the President assented to the Electoral Amendment Act, Act No. 18 of 2013, opening the way for South Africans living outside South Africa to register and to vote in the 2014 national and provincial elections. Those who wished to exercise this right were given the opportunity to register in person either in South Africa or at one of South Africa's 123 diplomatic missions in 108 countries around the world.

To accommodate the increasing number of voters and to ensure the accessibility of our voting station facilities, we increased our voting stations countrywide to 22 263. We also took population growth and changing settlement patterns into consideration.

The current reporting period has seen an increase in the number of by-elections in the country. Even though some by-elections were characterised by an unprecedented surge in complaints and legal disputes, there was an

increased appreciation of the democracy's maturity and a better understanding of the electoral processes. The Commission managed 134 by-elections countrywide.

Through strategic partnerships with our stakeholders, we are encouraged to accomplish the work that we do. We have partnered with various stakeholders in the country to enhance our effectiveness in voter education and conflict resolution, as well as the facilitation of independent elections observation by observers across the globe. We did this to enable these communities to exercise their universal right to fully participate in electoral processes on equal terms. More importantly, we revamped the universal ballot template to make it easier for those who are sight impaired to cast their vote in secret on Election Day.

The Commission, in conjunction with the Department of Education, rolled out the Schools' Democracy Week, an initiative that was focused on the youth to ensure that electoral democracy content was further infused into the formal school curriculum. The Commission developed illustrative teaching and learning materials to support this initiative. Information technology (IT) is crucial in the management of elections. Thus, we have invested in some of the best IT systems to strengthen security in our elections, while enhancing efficiency.

The Commission is confident that it will always succeed in achieving its mandate despite the challenges it might encounter in the process. Our staff's commitment to all our processes is beyond reproach, and the unwavering support from our stakeholders, the political parties, the Portfolio Committee on Home Affairs, various government ministries and other institutions that support democracy and voters is commendable. Without this support, the Commission would not be able to realise its mandate.

Commissioners have decided to approach the courts to review the Riverside Office Park lease agreement.



T Tselane
Vice-Chairperson: Electoral Commission
31 July 2014

4. Chief Electoral Officer's overview



Preparing for the 2014 national and provincial elections

Mosotho S Moepya

This report is presented in the context of preparations for the 2014 national and provincial elections. The thrust of the organisational energy and resources in the year under review was directed at implementing aspects of the Electoral Act, Act No. 27 of 1998, which was necessary for conducting free and fair elections, as contemplated in section 190 of the Constitution of the Republic of South Africa, Act No. 108 of 1996.

In order to give South African citizens who are ordinarily resident outside of the Republic the opportunity to enlist on the voters' roll, as well as to allow them to participate in the elections, the Electoral Act, Act No. 27 of 1998 was amended. These legislative amendments essentially provided for a voting dispensation outside the Republic that had no regard to the reason for absence from the Republic. Thus, the amendments broadened the scope for citizens' participation in the electoral process. The amendments resulted from extensive consultation with key stakeholders, including political parties in the National Party Liaison Committee (NPLC).

Over and above continuous registration and targeted registration drives, two registration weekends provided South African citizens an opportunity to enlist on the voters' roll, which is a requirement for purposes of exercising the rights to political participation as conferred in terms of section 19 of the Constitution. The registration periods entailed the opening of all 22 263 voting stations over two weekends and resulted in a net registration yield of two million new voters, taking the voters' roll to a total new record of 25.3 million registered citizens. This represents 80.8% of the total voting age population, based on the results of Census 2011.

The consolidation of democracy in the country also presupposed an increase in the number of political parties that wanted to register in order to contest the 2014 national and provincial elections. A total of 45 political parties were registered. Consequently, political liaisons increased to ensure that all political parties understood the legal prescripts related to conducting the elections. In this regard, particular attention was

given to liaison with newly registered political parties or those participating in elections for the first time.

The increase in the political contest also found expression in the candidate nomination processes. In total, 45 political parties nominated candidates to contest the 2014 national and provincial elections. A record of 29 of these parties fielded candidates to contest the elections of the National Assembly. A total of 8 651 candidates were nominated by political parties across the 10 elections.

General financial review of the Electoral Commission

The Electoral Commission received a parliamentary grant of R1.464 billion for the year under review. Sundry income of R16.5 million, which largely consisted of earned interest, brought the Electoral Commission's total income to R1.480 billion for the year under review. Expenditure reflected in the annual financial statements, on the accruals basis, was R1.407 billion, resulting in an accounting surplus of R73.4 million.

The Electoral Commission budgets on a cash basis in line with the allocations voted and an amount of

R126.4 million remained in the 2013/14 financial year. This amount would be rolled over to the 2014/15 financial year and would mostly be spent in the first few weeks of the new financial year as the final preparations for the national and provincial elections on 7 May 2014 were completed. Overall, the Electoral Commission has succeeded in maintaining its expenditure within budget. In the year immediately preceding an election year, such as this one, the balance sheet reflects higher levels of both current assets and liabilities as the Electoral Commission would be gearing up for the forthcoming elections. Inventories purchased for the elections reflect R43.0 million (compared to R11.4 million in 2012/13), cash balances R153.1 million (compared to R79.4 million in 2012/13) and payables R119.2 million (compared to R63.2 million in 2012/13).

Spending trends

Expenditure is mainly influenced by the elections cycle, peaking during preparations for an election and then decreasing to fund regular activities in non-general election cycles. The graph below sets out the expenditure trends since 1999. In this regard, it is also important to consider the influence of the increase in registered voters and voting stations on expenditure trends.

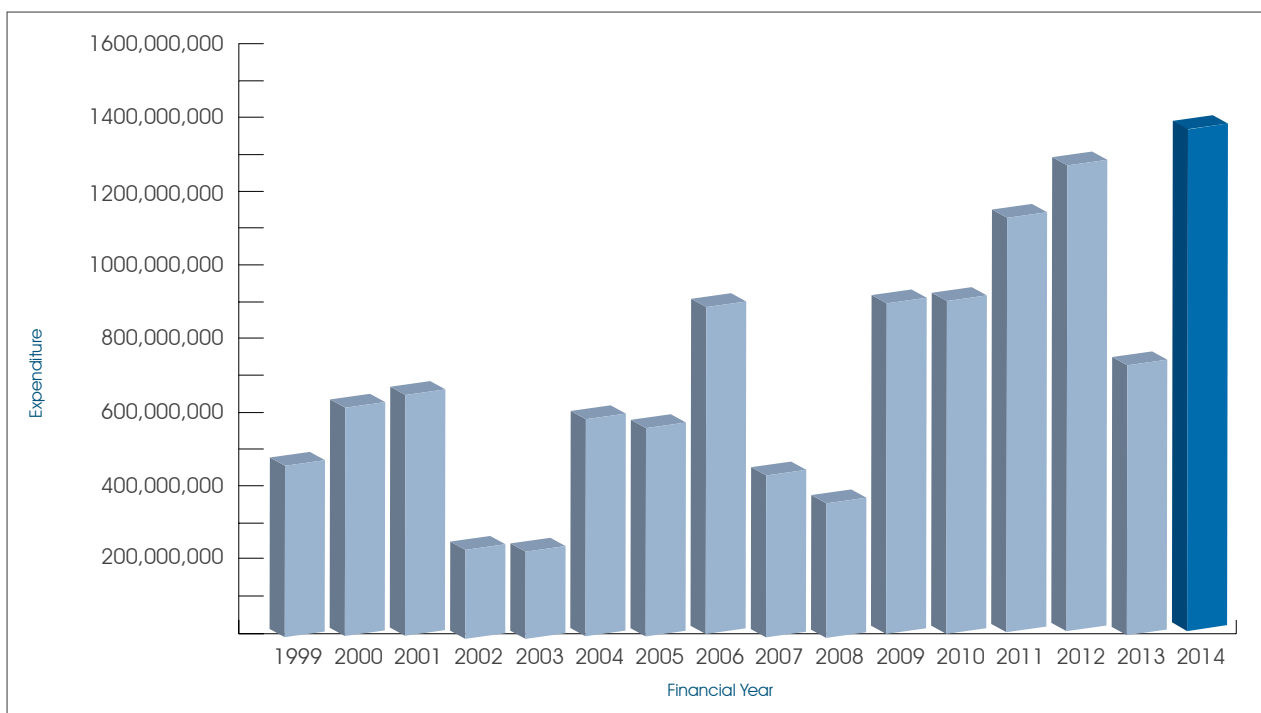


Figure 1: Expenditure chart

Capacity constraints and challenges facing the Electoral Commission

The Electoral Commission now has a full-time staff complement of 1 031. This is expanded during peak activity periods with the employment of fixed-term staff, including 307 assistant project coordinators, 242 municipal outreach coordinators and 1 379 democracy education facilitators (DEFs). In addition, some 218 000 temporary staff would be employed in various capacities to assist at voting stations in the election period, supplemented by 4 500 area managers.

The employment of temporary staff in these numbers presents a challenge and one of the key focus areas of the Electoral Commission is to continuously identify and address training needs. This is particularly the case for staff at voting stations. These staff members have statutory responsibilities and, on Election Day, 25.3 million registered voters view them as the public face of the organisation.

After each election, the Electoral Commission engages in structured and extensive debriefing sessions to ensure that any lessons learnt can be applied to revised training programmes, and this would be the key focus after the 2014 elections as we start to prepare for the municipal elections of 2016 in all earnest.

Part of this debriefing would be a wider review of our overall operating model and organisation structure to ensure that we remain relevant in servicing our stakeholders.

As our democracy matures and political parties and other stakeholders become ever more sophisticated, the Electoral Commission finds itself dealing increasingly with a litigious environment. This meant that we had to increasingly supplement our existing legal capacity with outside legal advisors. This is a situation that we will review to ensure more sustainable long-term legal provision in the new financial year.

Supply chain management

The Electoral Commission has sound supply chain management practices, which are supported by a procurement policy. These practices are also supported by standard operating procedures that have assisted in

reducing irregular expenditure in the 2013/14 financial year, which resulted from failures in 2013/14, to R1.3 million. This represents 0.1% of our expenditure on goods and services for the year.

During the year under review, the Bid Adjudication Committee met 68 times and considered 324 procurement items. No unsolicited bids were accepted.

Notwithstanding difficulties experienced, the Electoral Commission also successfully implemented the new Treasury Instructions in relation to minimum local content requirements, specifically in relation to furniture and textiles, as well as the cost containment measures implemented in January 2014. A consultancy reduction plan was drafted and approved. The implementation of this plan would be a key focus in the period immediately after the elections.

Audit report matters in the previous year and how these were addressed

The Electoral Commission received a clean audit in 2012/13 with no matters of emphasis and no significant non-compliance issues. The 2013/14 year focused on sustaining this performance. The challenge in a year with two main registration events, as was the case in 2013/14, is always to ensure that procurement processes are compliant and that adequate supporting documentation can be provided for the auditing of payments to registration and other temporary staff categories, as well as for the 22 263 voting stations.

Events after the reporting date

Commissioners have decided to approach the courts to review the Riverside Office Park lease agreement.

Acknowledgements

A special note of appreciation goes to the Commissioners and staff of the Electoral Commission who have worked tirelessly in the service of the organisation and understood the importance of our mandate, so that we could once again present a report of which the Commission is proud.



Mosotho S Moepya
Chief Electoral Officer: Electoral Commission
31 July 2014

5. Statement of Responsibility and Confirmation of Accuracy for the Annual Report

To the best of our knowledge and belief, we confirm the following:

- (a) all information and amounts disclosed in the annual report are consistent with the annual financial statements audited by the Auditor-General;
- (b) the annual report is complete, accurate and is free from any omissions;
- (c) the annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury;
- (d) the annual financial statements (Part E) have been prepared in accordance with the effective standards of Generally Recognised Accounting Practice (GRAP) applicable to the Electoral Commission;
- (e) the Accounting Officer is responsible for the preparation of the annual financial statements and for the judgments made in this information;
- (f) the Accounting Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements; and
- (g) the external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the Electoral Commission for the financial year ended on 31 March 2014.

Yours faithfully



Chief Electoral Officer
M S Moepya
31 July 2014



Vice-Chairperson
T Tselane
31 July 2014

6. Strategic overview

6.1 Vision

To be a pre-eminent leader in electoral democracy.

6.2 Mission

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

6.3 Values

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

- (a) impartiality;
- (b) integrity;
- (c) accountability;
- (d) transparency;
- (e) participation;
- (f) responsiveness; and
- (g) respect.

7. Legislative and other mandates

The Electoral Commission is a constitutional institution that falls under Schedule 1 of the Public Finance Management Act, Act No. 1 of 1999 (PFMA).

7.1 Constitutional mandate

In terms of section 190(1) 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 must be prescribed by national legislation and that is as short as reasonably possible.

7.2 Legislative mandates

The duties and functions of the Electoral Commission are defined in section 5 of the Electoral Commission Act, Act No. 51 of 1996. These include to:

- (a) manage any election;
- (b) ensure that any election is free and fair;
- (c) promote conditions conducive to free and fair elections;
- (d) promote knowledge of sound and democratic electoral processes;
- (e) compile and maintain a voters' roll by means of a system of registering eligible voters by utilising data available from government sources and information furnished by voters;
- (f) compile and maintain a register of parties;
- (g) establish and maintain liaison and 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 which may arise from the organisation, administration or conducting of elections and which are of an administrative nature; and
- (o) appoint appropriate public administrations in any sphere of government to conduct elections when necessary.

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

In addition to the provisions in the Electoral Act, Act No. 73 of 1998, the Municipal Electoral Act, Act No. 24 of 2000, deals with the specific nature of municipal elections. It provides for the administration of parties and candidates, as well as all other related voting and counting issues. As in the case of the Electoral Act, Act No. 73 of 1998, appropriate regulations have been published in support of the provisions of this Act. The most notable amendment of the Electoral Act, Act No. 73 of 1998, has been the recent addition of special votes for persons who require home visits because of infirmity or disability or who are not able to visit their voting stations on Election Day.

The Municipal Structures Act, Act No. 117 of 1998, deals with the establishment, management and functions of the various municipalities for a municipal election, as well as seat calculation formulas (i.e. the conversion of votes into seats). This legislation is required to conclude the results process.

7.3 Policy mandates

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

8. Organisational structure

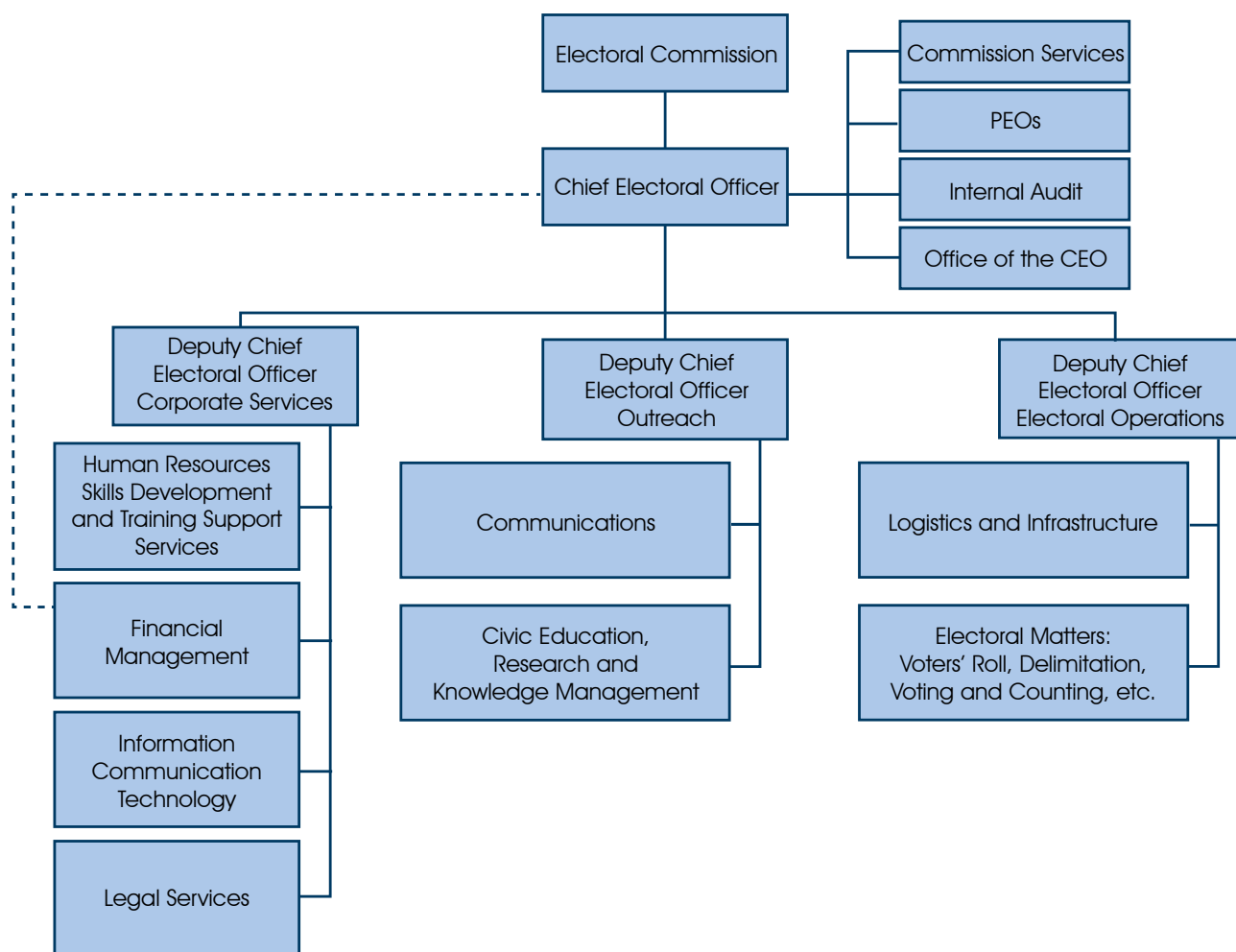
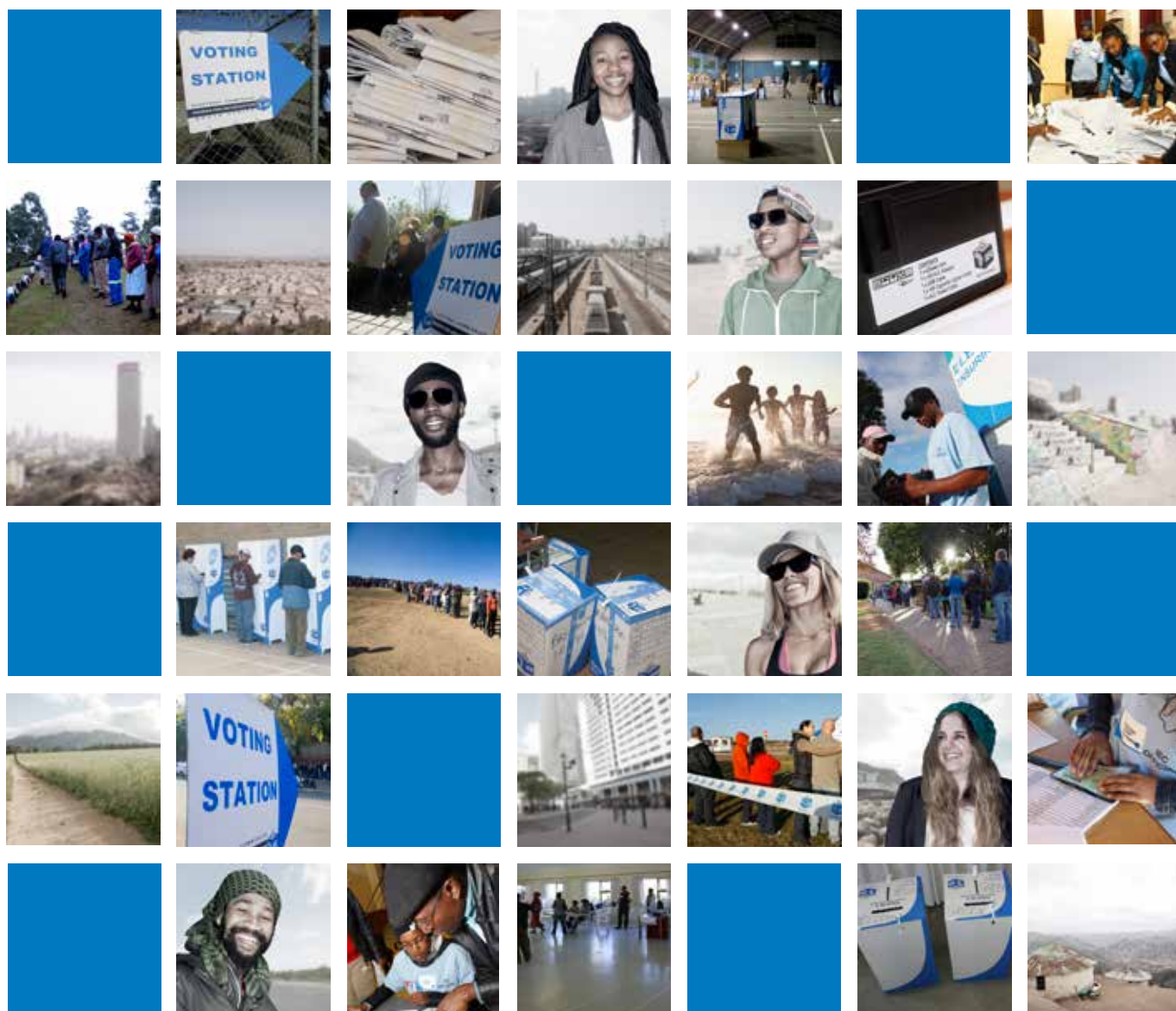


Figure 2: Organisational structure

Part B: Performance Information



1. Auditor-General's Report: Predetermined Objectives

The Auditor-General of South Africa currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under "Predetermined Objectives" and under "Other Legal and Regulatory Requirements" in the Auditor's Report.

Refer to page 100 for the Auditor-General's report.

2. Situational analysis

2.1 Service delivery environment

As our democracy matures and political parties become ever more sophisticated, the Electoral Commission finds itself dealing with an increasingly litigious environment. Escalating tension (or unrest) and service delivery protests, coupled with a tough economic climate, would have an impact on the environment leading up to the elections.

While the Electoral Commission had only dealt with represented parties in its party liaison committees in the past, it became evident that parties that are currently unrepresented often contest elections, sometimes at the last moment. This resulted in a situation where they were deprived of the consultative and informative processes that take place with the represented parties. Steps have been taken to address this issue.

As a developing democracy, the improvement of civic education initiatives and programmes has been identified as one of the Electoral Commission's priorities. One area of focus over the past year and in the run-up to the next election is the rate of registration of young voters, specifically those citizens born after 1994. Increased

visibility of outreach programmes, especially among the youth (people in the age group 18 to 29), was one of the key components of the Electoral Commission's strategy in 2013/14 and will continue to be part of the strategy going forward. The outreach programme was specifically aimed at educational institutions.

The Electoral Commission and the disability sector made a concerted effort to provide easier access to disabled voters. This emphasis is anticipated to increase and may potentially influence the cost of elections.

Access to information and the provision of information in diverse formats and on diverse platforms, including the proactive use of new media and social platforms, has influenced our current communication campaigns.

Following its establishment in 1997, the Electoral Commission set out to establish a sustainable electoral administration by using, among other things, existing infrastructure in municipal councils at little or no cost, both in terms of infrastructure and temporary personnel with electoral experience. This situation has changed rapidly because municipalities are finding it increasingly difficult to provide (free or paid) accommodation to Electoral Commission staff, since they have no spare capacity. The additional budget pressures created by the need to move into commercial premises or to procure park homes for office accommodation are currently being addressed within the Commission's existing allocations.

By and large, it is also proving increasingly difficult for the Electoral Commission to use the Municipal Manager as its local representative, and more experienced municipal officials are often unavailable, sometimes due to the sheer volume of the workload of such individuals in some municipalities.

The creation of regional supervisor posts in 2008 greatly improved the supervision of municipal structures and staff members, but "one-person offices" resulted in bottlenecks at election times. Capacity challenges at a local level needed to be addressed, and in particular, administrative support to the 52 regional supervisors became necessary.

This additional capacity was created at a regional level to allow for flexibility to mobilise staff to a one-person office, should the need arise.

To satisfactorily resolve or cope with the situations described above, it became essential for the Electoral Commission to attend to the following in preparation of the registration drives and the elections to be held in 2014 and 2016, inter alia:

- (a) paying tariffs commensurate with the realities of attracting a more mature and experienced Election Day staff complement;
- (b) substantially improving and increasing the amount of training provided to such electoral staff;
- (c) adjusting capacity to be able to deal with complaints, objections, disputes and court cases, as well as conflict resolution management;
- (d) increasing the focus on democracy and voter education, as well as the dissemination of information through civil society and the media;
- (e) dealing with the cost escalations in the logistical field, especially with regard to printing and the increased cost of diminishing municipal support; and
- (f) maintaining the measures aimed at transparency with elections in respect of information and communication technology (ICT) systems.

2.2 Organisational environment

The Commission comprises five members, one of whom is a judge appointed by the President. The President appoints the Chairperson and Vice-Chairperson of the Commission from Commission members.

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 the Accounting Officer of the Electoral Commission. The CEO also performs other duties and functions that the Commission, the Electoral Commission Act, Act No. 51 of 1996, or any other law assigns to him or her. The CEO

appoints Electoral Commission officers and employees in consultation with the Commission.

The organogram of the Electoral Commission provides for 1 031 positions. The staffing establishment provides for three Deputy Chief Electoral Officers (DCEOs) – one for each of the following divisions: Corporate Services, Outreach and Electoral Operations. There is one Provincial Electoral Officer for each provincial office of the Electoral Commission. The structure of the Electoral Commission has remained stable and key personnel have been retained.

2.3 Key policy developments and legislative changes

Legislative proposals were submitted to Parliament and passed by both Houses of Parliament, culminating in the Electoral Amendment Act, Act No. 18 of 2013, being assented to. This act came into force on 26 November 2013 and meant that South African citizens outside of the Republic of South Africa had the opportunity to register as voters at South African embassies, high commissions and consulates for the first time.

The introduction of smart card technology in respect of identity documents is being implemented by the Department of Home Affairs. We have, in consultation with the Department, found common ground that will not have financial implications for the Electoral Commission in the short term. However, this will have significant systems implications for the Electoral Commission in the longer term and may lead to some policy changes.

Provision was made to accommodate the limited number of smart card identity documents that some potential voters were using during the 2013/14 main registration drives. In the absence of the traditional identity book in which the registration sticker can be attached, a new form was made available for this purpose.

Following the release of the Census 2011 results by Statistics South Africa (StatsSA), the Electoral Commission scrutinised these results closely to identify gaps in relation

to the voters' roll, especially as it would pertain to its registration drives for the 2014 national and provincial elections. Currently, there are 25.3 million registered voters on the voters' roll, while the potential voting population is 31.4 million. In total, 80.8% of eligible voters are registered to vote.

There is an increasing trend towards the administration of elections other than those specified in the Electoral Act, Act No. 73 of 1998, and the Municipal Electoral Act, Act No. 24 of 2000, such as other non-legislative elections, which the Electoral Commission is asked to undertake from time to time. Examples of these include assistance with the elections of various school governing bodies, student representative councils, traditional councils,

taxi associations, trade unions, professional bodies and/or associations, and commercial enterprises. By administering these elections, the Electoral Commission seeks to entrench the basic tenets of electoral democracy in the country.

The continuous development and improvement in technology increasingly pose opportunities and challenges to the Electoral Commission. In this regard, the Electoral Commission has embarked on research to establish the likely implications of electronic voting (e-voting) in South Africa. In this regard, it is evident that consultations with stakeholders will have to continue with the view to establishing a policy position for the country.

2.4 Strategic outcome-oriented goals

Table 1: The Commission's strategic outcome-oriented goals

Strategic Outcome-oriented Goal 1	Achieve pre-eminence in the area of managing elections and referenda
Strategic Outcome-oriented Goal 2	Strengthen electoral democracy
Strategic Outcome-oriented Goal 3	Strengthen a cooperative relationship with political parties
Strategic Outcome-oriented Goal 4	Strengthen institutional excellence and professionalism at all levels of the organisation
Strategic Outcome-oriented Goal 5	Strengthen institutional governance

3. Performance information by programme

3.1 Programme 1: Electoral Operations

Programme 1 includes the key activities of delimitation, voting, counting and results, voters' roll, registration, logistics, and infrastructure. This programme focuses on the strategic goal of achieving pre-eminence in the area of managing elections and referenda by:

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

Programme 1 facilitates the participation of voters in regular free and fair elections by using sustainable systems, people and processes. Activities include the delimitation of boundaries, maintenance of the national voters' roll, as well as the planning and coordination of activities during registration weekends, on Election Day and special voting days, as well as home visits. It also provides logistics, warehousing and distribution infrastructure, such as voting stations and municipal electoral offices, electoral material and equipment, as specified in the bill of materials and voting station staffing plans.

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

Table 2: Strategic objectives linked to Programme 1

Strategic Objective 1.1	Ensure accessibility and suitability of voting facilities and processes by establishing and applying infrastructure to meet operational demands for each electoral event.
Strategic Objective 1.2	Ensure efficient electoral processes by defining, specifying and procuring election material and equipment for all electoral events.
Strategic Objective 1.3	Increase voter participation in elections.
Strategic Objective 1.4	Maximise electoral justice for all stakeholders in the electoral process.
Strategic Objective 1.5	Enhance the credibility of the voters' roll.
Strategic Objective 1.6	Improve compliance with legal prescripts.
Strategic Objective 1.7	Continuously improve the legislative framework.

Table 3: Strategic objectives, key performance indicators, planned targets and actual achievements

Programme 1: Electoral Operations							
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
1.1 Ensure accessibility and suitability of voting facilities and processes by establishing and applying infrastructure to meet operational demands for each electoral event.	1.1.1	Number of contracted voting stations on main registration weekends or election days in years where applicable	N/A	22 000	22 263	263	Targets exceeded by 1.2% due to additional delimited voting stations in order to increase access for voters to electoral processes.
	1.1.2	Number of schools used as voting stations for full-scale elections (at least 60%) as a percentage of the total number of voting stations on main registration weekends or election days	N/A	14 520 (66%)	14 458 (65%)	(62) (1%)	This achievement reflects the overall available school infrastructure within voting districts.
	1.1.3	Number of permanent warehouses; municipalities with local office facilities and full-time distribution services available to support electoral events	10 / 234 / 1	10 / 234 / 1	10 / 234 / 1	-	-
1.2 Ensure efficient electoral processes by defining, specifying and procuring election material and equipment for all electoral events.	1.2.1	Approved and sourced Bill of Materials (BOM) and specifications in place within the timelines stipulated in the logistics procurement plan	100% achieved	100% achieved	100% achieved	-	-
1.3 Increase voter participation in elections.	1.3.1	Voter turnout in the national and provincial elections of 2009 and 2014, as well as the municipal elections of 2011, as a percentage of registered voters	N/A	N/A	N/A	-	-

Table 3: Strategic objectives, key performance indicators, planned targets and actual achievements (continued)

Programme 1: Electoral Operations						
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14
1.4 Maximise electoral justice for all stakeholders in the electoral process.	1.4.1	Number of elections set aside in each year covered by this plan	None	None	None	-
1.5 Enhance the credibility of the voters' roll.	1.5.1	Number of registered voters as at 31 March of each year	23 169 416	24 175 457	25 364 669	1 189 212
	1.5.2	Frequency per annum that voters' roll is validated against National Population Register (monthly)	12	12	12	-
						The Electoral Commission exceeded this target due to publicity around the call to register for the 2014 elections, as well as an increase in political contestation. There was also a lower than anticipated decrease in the number of persons removed from the voters' roll due to mortality.

Table 3: Strategic objectives, key performance indicators, planned targets and actual achievements (continued)

Programme 1: Electoral Operations						
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14
1.6 Improve compliance with legal prescripts.	1.6.1	Percentage of elections for which the voters' roll is certified in accordance with election timetables	100%	100%	100%	-
	1.6.2	Average number of calendar days in which elections are conducted from date of vacancy (The date of vacancy is the date on which the Electoral Commission receives the notification.)	67	90	77	13
	1.6.3	Average number of calendar days in which to replace proportional representation (PR) seat vacancies (The date of the vacancy is the date on which the Electoral Commission receives the notification.)	15	35	16	19
	1.6.4	Average number of calendar days in which election results for each election are announced by the Electoral Commission	1	7	1	6
						The vacancies were filled expeditiously to ensure that communities benefited from political representation.
						The target is the outer limit as prescribed in the legislation. The actions of the Municipal Manager and political parties earlier than the outer limit sets off the Electoral Commission's responsibility to fill the vacancy earlier.
						Results of all by-elections were announced the day after the by-elections were conducted.

Table 3: Strategic objectives, key performance indicators, planned targets and actual achievements (continued)

Programme 1: Electoral Operations							
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
1.7 Continuously improve the legislative framework.	1.7.1	Number of electoral legislation reviews per annum	New indicator	-	-	-	
	1.7.2	Number of relevant bill(s) submitted to Parliament per annum	New indicator	1	1	-	In November 2013, the President assented to the Electoral Amendment Act, Act No. 18 of 2013.
	1.7.3	Number of regulations published in the Government Gazette per annum	New indicator	1	3	-	Consultation with political parties and other stakeholders necessitated the review and, subsequently, the amendment of more regulations than planned. These were Regulations on Voter Registration, Regulations on the Submission of Lists of Candidates, and the Election Regulations.

INFRASTRUCTURE

Voting stations infrastructure

For the national voter registration weekends conducted in preparation for the national and provincial elections of 2014, the voting station network increased to 22 263. This represents an overall 6.73% increase when compared to the 20 859 stations that were utilised for the municipal elections of 2011. Population growth, new settlement patterns, the necessity of improving voter accessibility, and the revised municipal demarcation data continue to be the primary contributing factors to the increased voting station footprint.

One voting station is identified for each voting district, and operational details are recorded and regularly updated. Fixed and permanent structures, especially schools, are preferred as voting stations. The voting station

network comprised 65% schools, which was slightly lower than the target of 66%.

A breakdown of the types of voting stations used for the national voter registration weekends is illustrated in table 4.

Regular surveys of the voting station network are conducted countrywide to keep abreast of key infrastructural developments, as voting stations provide an essential platform for the delivery of elections. Continued emphasis is given to improving the quality of data available on the Electoral Commission's voting station database, which is used to inform infrastructure initiatives and programmes.

Table 5 illustrates the challenges relating to the availability of key facilities at voting stations during the voter registration weekends.

Table 4: Voting stations used for the national voter registration weekends

Province	Voting districts	Permanent voting stations	Schools	Temporary voting stations	Mobile voting stations
Eastern Cape	4 615	4 437	77%	174	4
Free State	1 523	1 306	46%	212	5
Gauteng	2 647	2 192	52%	455	0
KwaZulu-Natal	4 746	4 574	73%	167	5
Limpopo	3 066	2 864	78%	202	0
Mpumalanga	1 678	1 589	64%	76	13
North West	1 716	1 593	57%	120	3
Northern Cape	694	666	32%	28	0
Western Cape	1 578	1 515	44%	61	2
Total	22 263	20 736	65%	1 495	32

Table 5: Voting station facilities used for the national voter registration weekends

Province	Without electricity	Without water	Without sanitation	Without GSM coverage
Eastern Cape	907	527	355	8
Free State	251	218	250	3
Gauteng	445	394	427	0
KwaZulu-Natal	743	658	253	1
Limpopo	226	402	279	13
Mpumalanga	129	119	72	3
North West	182	192	169	1
Northern Cape	62	49	64	56
Western Cape	63	67	83	16
Total	3 008	2 626	1 952	101

Through various interdepartmental and other task team initiatives, the Electoral Commission continuously seeks opportunities to enhance or develop facilities at existing voting stations – especially at schools and community centres – by cooperating with property owners, government departments and other stakeholders. This aspect has received thorough attention in the run-up to the national and provincial elections of 2014.

All voting stations were brought to an acceptable level of infrastructural functionality and were activated for the national voter registration weekends. The same voting stations had been secured in readiness for the 2014 national and provincial elections.

The practice of securing voting stations through standardised lease agreements between the Electoral Commission and property owners continues. The average rental for voting stations increased from R460 to R474 per event (to cover overheads such as electricity, water and other domestic usage) when the current year is compared to previous years.

By-election support

Voting station infrastructure was activated to support the 134 by-elections that occurred during the year. For the

2013/14 financial year, 694 voting stations across 134 wards were secured and equipped in support of by-elections to service 680 619 registered voters.

Local (municipal) office infrastructure

The requirement for full-time resources to be permanently located at municipal level is necessitated by the day-to-day operational needs and election-related projects.

In response to these requirements, the Electoral Commission has established 266 local offices in 234 municipalities throughout the country to service the public and deliver election projects at a local level. The Electoral Commission is responsible for maintaining infrastructural capacity for these offices, which are typically staffed by Regional Supervisors, electoral project coordinators (EPCs) and election support staff.

To this end, a valid rental agreement is in place for every local office. Capacitation programmes are implemented to provide and maintain basic office equipment in the local offices.

The Electoral Commission appoints a local representative, known as the municipal electoral officer (MEO), in each of the 234 municipalities in the country. MEOs are,

typically suitably qualified senior municipal employees, responsible for providing election-related assistance in their specific municipal areas.

MEOs are paid honoraria to compensate them for their work. They facilitate cooperation between the Electoral Commission and their respective municipalities, and promote the functional relationship between the Electoral Commission and the municipality in the registration of voters and the management of elections. They also serve as local representatives of the Commission in terms of section 12 of the Local Government Municipal Elections Act, Act No. 2 of 2000. MEOs are not directly involved in the day-to-day operational matters. The Electoral Commission ensures the existence of a valid MEO appointment for each municipal council.

LOGISTICS

By-election support

Logistical support was provided for the 134 by-elections that occurred in 694 voting stations across 134 wards during the year. This included the following:

- (a) management of the ballot paper generation (BPG) system. This system creates the images of individual ballot papers and result slips for each ward by-election;
- (b) development of a BOM and a Materials Requirement Plan (MRP) for each ward by-election on the Logistics Information System (LIS);
- (c) management of the materials supply chain for by-elections; this includes the procurement, quality control, distribution and overall monitoring of electoral materials; and
- (d) management and monitoring of the provision of security material.

Electoral material for by-elections was managed successfully – all inventories were replenished on time and within budget. The Electoral Commission's programmable barcode scanner units (PBSUs) (also known as zip-zips) were also deployed for the purposes of by-election voter registration and Election Day support at voting stations.

Electronic support systems

The Electoral Commission's LIS is a computerised system used for the planning, monitoring, management and control of electoral material at voting station level. A comprehensive BOM is created for each electoral event. By registering the BOM on the LIS, detailed MRP lists are produced to enable the accurate procurement and distribution of electoral material. The LIS information is internally accessible to all levels of the organisation (national, provincial and municipal) and provides a transparent planning and monitoring process.

Distribution network

The logistics distribution network of the Electoral Commission consists of 10 warehouses. One central warehouse is controlled from the national office and each of the nine provinces has its own warehouse. The Electoral Commission maintains minimal permanent resources in support of this distribution network in the interests of cost containment. Outsourced resources, such as human capacity and vehicles, are utilised as and when needed at the appropriate scale.

Storage facilities for electoral material at the local level are only required for a limited time during peak election activity periods, such as the national registration weekends. This storage can take the form of a storeroom, storage shed or container, depending on current quantity needs.

Programmable Barcode Scanner Unit fleet

The Electoral Commission holds a fleet of 32 060 PBSUs (zip-zips). The primary function of these units is to capture voter registration information. The units were procured in 2008 and have attained an advanced age by average technological norms. In order to ensure the sustained operational effectiveness of the units, the Commission has entered into a long-term maintenance contract with a specialised technical service provider to ensure the regular testing, servicing and essential maintenance of these units.

Registration weekends

Logistical support was provided for the two national voter registration weekends that preceded the 2014 national and provincial elections. This included the:

- (a) development of a BOM and MRP for each voting station on the LIS; and
- (b) management of the materials supply chain for voter registration; this includes the procurement, quality control, distribution and overall monitoring of electoral material.

Electoral material for the registration weekends was managed successfully. Material arrived at voting stations on time and no material shortages were reported. The PBSUs were successfully prepared and deployed to all registration stations.

Election preparations

The planning of logistics for the 2014 national and provincial elections commenced mid-2012. As electoral logistics consumes a significant portion of the Electoral Commission's budget, the quantitative requirements, budgeting, procurement and distribution of election material and equipment from national level down to voting station level were planned with care and precision to ensure effective support for the smooth execution of elections.

The procurement of the items required to provide for 22 263 voting stations for the 2014 national and provincial elections commenced. As Election Day for the national and provincial elections of 2014 would be scheduled to take place very early in the new financial year (2014/15), the bulk of logistical activities in support of those elections were carried out during the latter part of

the 2013/14 financial year. Only items reliant on election timetable activities, such as the printing and distribution of the final voters' roll and ballot papers, were left to be finalised in the 2014/15 financial year.

A tender was issued and awarded to secure the services of competent printers for the purpose of printing the ballot papers for the 2014 national and provincial elections. Similar arrangements were made for printing the voters' rolls and other essential documents to support the national and provincial elections of 2014.

Voting district delimitation

The bulk of the preparation of voting districts for the 2014 national and provincial elections was undertaken during the 2012/13 financial year. Ahead of each election, the voting districts are reviewed in accordance with recent changes to human settlement patterns (urbanisation, rural depopulation, intra-urban migration) and demarcation determinations with a view to ensuring convenient and reasonable voter access to voting stations. Reasonable voter access to voting stations serves as an incentive to voter participation in the electoral process (voter registration and voter turnout) and is regarded as an important contributory pillar to ensuring credible, free and fair elections.

The change in the number of voting districts as at the end of the 2012/13 financial year in relation to the end of 2013/14 is shown in the table below.

Table 6: Annual change in the number of voting districts

Province	Number of voting districts as at 31 March 2013	Number of voting districts as at 31 March 2014 (percentage change)
Eastern Cape	4 613	4 615 (0.04%)
Free State	1 523	1 523 (0%)
Gauteng	2 640	2 647 (0.26%)
KwaZulu-Natal	4 742	4 746 (0.08%)
Limpopo	3 062	3 066 (0.13%)
Mpumalanga	1 671	1 678 (0.41%)
North West	1 712	1 716 (0.23%)
Northern Cape	694	694 (0%)
Western Cape	1 579	1 578 (-0.06%)
Total	22 236	22 263 (0.12%)

Part B: Performance Information

While the annual change in the voting districts has been marginal (an increase of 0.12%), the changes ahead of the national and provincial elections of 2014 compared with the 2011 municipal elections represents a 6.73% increase (20 859 voting districts for the 2011 municipal elections, compared with 22 263 voting districts for the 2014 national and provincial elections).

The number of voting centres planned for the 2014 national and provincial elections is shown in the table below. A voting centre is a venue that accommodates between two and five substations, with each substation operating as a semi-autonomous voting station, yet under the authority of a single presiding officer. This innovation was introduced for the first time for the 2011 municipal elections and is intended to reduce the

amount of time voters spend at voting stations in densely populated communities.

During the 2013/14 financial year, the Municipal Demarcation Board (MDB) re-determined 152 municipal boundaries in terms of the provisions of the Local Government: Municipal Demarcation Act, Act No. 27 of 1998. The Electoral Commission then published section 23 notices in which it indicated whether the re-determined municipal boundaries influenced the representation of voters in the municipal councils concerned.

A summary of the Electoral Commission's section 23 notices is shown in the table below.

Table 7: Number of voting centres: 31 March 2014

Province	Number of voting centres as at 31 March 2014	Number of substations within voting centres as at 31 March 2014
Eastern Cape	58	119
Free State	62	134
Gauteng	490	1524
KwaZulu-Natal	309	737
Limpopo	32	76
Mpumalanga	40	101
North West	90	190
Northern Cape	0	0
Western Cape	174	411
Total	1 255	3 292

Table 8: Summary of Electoral Commission's section 23 notices

Province	Total number of municipal boundary re-determinations	Number of re-determined municipal boundaries affecting voter representation	Number of re-determined municipal boundaries not affecting voter representation
Eastern Cape	23	7	16
Free State	6	0	6
Gauteng	3	2	1
KwaZulu-Natal	35	17	18
Limpopo	7	0	7
Mpumalanga	2	0	2
North West	20	0	20
Northern Cape	21	0	21
Western Cape	35	0	35
Total	152	26	126

Ward by-elections

A total of 134 by-elections to fill ward vacancies in municipal councils were conducted in the 2013/14 financial year. The number of ward by-elections increased in comparison with the previous financial years as follows:

- (a) 139 by-elections in 2009/10;
- (b) 126 by-elections in 2010/11;
- (c) 76 by-elections in 2011/12;
- (d) 63 by-elections in 2012/13; and
- (e) 134 by-elections in 2013/14.

Ward vacancies are required by law to be filled within 90 days of the date on which the vacancy occurred.

All ward vacancies that occurred in 2013/14 were filled within 90 days. The wards mentioned below were exceptions because of court action, which necessitated postponements of the by-elections. The affected wards were Jozini Ward 4, Abaqulusi Ward 22, Ethekweni Ward 39, and Tlokwe wards 1, 4, 11, 12, 13 and 20.

On average, the 134 ward vacancies that arose in 2013/14 were filled within 77 days, which is well within the 90-day period required by law.

The reasons for the 134 ward vacancies in the period under review are detailed below.

Table 9: Reasons for ward vacancies in 2013/14

Reason for ward vacancy	Number of ward vacancies (percentage)
Resignation of councillor	61 (45%)
Death of councillor	38 (28%)
Termination of councillor's political party membership	24 (18%)
Expulsion of councillor from political party	6 (5%)
Expulsion of councillor by MEC	4 (3%)
Independent councillor moved to another party	1 (1%)
Total	134 (100%)

The provincial breakdown, the number of affected voting districts and the registered population in the 134 wards are as follows:

Table 10: Number of by-elections from 1 April 2013 to 31 March 2014

Province	By-elections	Number of voting districts	Number of registered voters
Eastern Cape	25	200	104 922
Free State	6	18	19 773
Gauteng	6	21	52 870
KwaZulu-Natal	24	154	167 861
Limpopo	14	89	62 416
Mpumalanga	12	39	52 382
North West	25	96	94 176
Northern Cape	5	14	15 593
Western Cape	17	63	110 626
Total	134	694	680 619

In terms of the Municipal Electoral Act, Act No. 24 of 2000, the Electoral Commission is required to announce election results within seven days of an election. The results of all of the 134 ward by-elections in the period under review were announced within a day of the by-elections being held.

Part B: Performance Information

Voters' roll and registration statistics

The voter's roll opened with 23 169 416 voters on 1 April 2013 and closed with 25 364 669 voters on 31 March 2014. This translates to a net increase of 2 195 253 voters, a 9.47% increase in registered voters. The reporting period included registration weekends in November 2013 and February 2014 in preparation for the 2014 national and provincial elections.

The target set for the reporting period was 24 175 457 registered voters. The Electoral Commission exceeded its target by 1 189 212 more registered voters on the voters' roll at the end of the reporting period. This increase was due to the publicity around the call for people to register for the 2014 national and provincial elections.

The number of deceased voters removed from the voters' roll was 360 432 voters.

Continuous voter and specific registration events

Ahead of by-elections and the 2014 national and provincial elections, the Electoral Commission continued to register voters at its local offices, which are mostly situated in municipalities, and during special registration weekends at registration stations. During these special registration campaigns, voters were encouraged to verify the accuracy of their details and check whether they appear on the voters' roll in the correct voting district segment.

New registrations among young persons between the ages of 18 and 29 increased by 1 969 025. This accounted for 74% of all new registrations.

A total of 6 268 227 registration activities took place in the reporting period, as illustrated below.

Table 11: Changes to the voters' roll

Province	Voters as at 31 March 2013	Voters as at 31 March 2014	Variance percentage
Eastern Cape	3 038 538	3 237 134	6.54%
Free State	1 348 691	1 448 492	7.40%
Gauteng	5 459 457	6 061 111	11.02%
KwaZulu-Natal	4 570 851	5 112 010	11.84%
Limpopo	2 315 687	2 438 384	5.30%
Mpumalanga	1 677 140	1 859 018	10.84%
North West	1 549 824	1 668 232	7.64%
Northern Cape	555 882	600 679	8.06%
Western Cape	2 653 346	2 939 609	10.79%
Total	23 169 416	25 364 669	9.47%

Table 12: Total registration activities during the period under review

Registration activity	16 to 17 years	18 to 19 years	20 to 29 years	30 to 39 years	40 to 49 years	50 to 59 years	60 years and over	Grand total
New registrations	179 147	608 583	1 360 442	253 769	113 924	78 187	59 761	2 653 813
Re-registrations in the same voting district	6 189	20 719	135 615	118 378	108 707	91 127	103 841	584 576
Voting district move	3 912	31 475	765 400	903 138	603 564	382 188	340 161	3 029 838
Grand total	189 248	660 777	2 261 457	1 275 285	826 195	551 502	503 763	6 268 227

Total registration activity broken down in terms of different registration categories and provinces in 2013/14 is presented below:

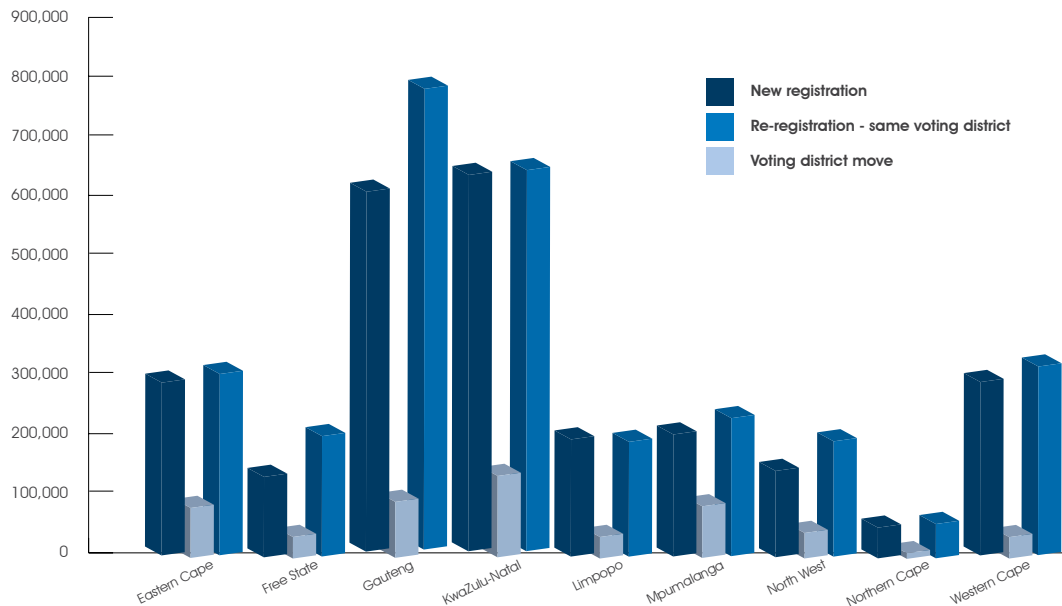


Figure 3: Total registration activity for the period under review

Table 13: Registration activity per province for the financial year

Province	New registrations	Re- registrations in the same voting district	Voting district move	Grand total
Eastern Cape	301 899	87 322	316 677	705 898
Free State	140 541	37 665	210 301	388 507
Gauteng	628 703	97 748	804 858	1 531 309
KwaZulu-Natal	657 479	142 153	665 677	1 465 309
Limpopo	204 723	37 645	200 496	442 864
Mpumalanga	213 157	90 169	241 064	544 390
North West	150 751	44 537	201 408	396 696
Northern Cape	53 652	9 920	59 856	123 428
Western Cape	302 908	37 417	329 501	669 826
Grand total	2 653 813	584 576	3 029 838	6 268 227

Verification of the voters' roll

The voters' roll is verified against the National Population Register (NPR) on a monthly basis to ascertain the citizenship of applicants and to facilitate the removal of deceased voters. This monthly procedure enables the Electoral Commission to maintain an updated and accurate voters' roll for election purposes.

ceases to hold office, the CEO must declare, in writing, that the person at the top of the applicable party list is to be elected in that vacancy within 14 days. A political party may elect to amend its lists of candidates, in which event such a party has 21 days to effect the amendment before the CEO declares the person at the top of the list elected.

Proportional representation (PR) replacements

The Municipal Structures Act, Act No. 117 of 1998, prescribes that the replacement of councillors elected to municipal councils should be elected proportionally from party lists. If a councillor elected from a party list

A total of 248 PR replacements were effected between 1 April 2014 and 31 March 2014 as depicted in the following table. These vacancies arose due to resignations, deaths and the expulsion of PR councillors.

Part B: Performance Information

Table 14: Reasons for PR replacements

Province	Councillor expulsion	Councillor resignation	Death of councillor	Total
Eastern Cape	3	25	13	41
Free State	3	17	4	24
Gauteng	7	17	3	27
KwaZulu-Natal	5	20	10	35
Limpopo	10	13	6	29
Mpumalanga	2	13	7	22
North West	10	25	3	38
Northern Cape	1	10	2	13
Western Cape	5	9	5	19
Total	46	149	53	248

The resignation of councillors is the major reason for the PR vacancies that arise within municipal councils. The number of PR vacancies arising in consequence of the resignation of councillors is 149 and represents 60% of all vacancies. The number of expulsions at 46 accounts for 18.5% of the PR vacancies, while the death of councillors at 53 accounts for 21.3% of PR vacancies.

LEGAL SERVICES

In the course of its operations, the Electoral Commission deals with a wide range of legal matters. These include the drafting of service level agreements with various service providers, internal disciplinary matters, instituting and defending legal matters on behalf of the Electoral Commission, as well as reviewing legislation. After the 2011 municipal elections, the Electoral Commission started a consultative process to review electoral legislation ahead of the 2014 national and provincial elections. This process was successfully concluded and culminated in the Electoral Amendment Act, Act No. 18 of 2013, being assented to. This Act came into force on 26 November 2013.

LINKING PERFORMANCE WITH BUDGETS

Table 15: Overview of programme budget

Programme name	2013/14			2012/13		
	Budget	Actual expenditure	(Over)/under expenditure	Budget	Actual expenditure	(Over)/under expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Electoral operations consisting of delimitation, voting, counting and results, voters' roll, registration, candidate nomination, logistics, and infrastructure	307 704	267 372	40 332	131 191	129 042	2 149

3.2 Programme 2: Outreach

The objective of Programme 2 includes the key activities of civic and democracy education (CDE), communication, knowledge management and strengthening electoral democracy by:

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

The primary purpose of Programme 2 is to inform and educate the public on democracy and electoral processes and to manage the communications activities of the Electoral Commission. It also conducts research on the latest developments in democratic elections administration. It provides the focal point for the Electoral Commission's knowledge management capacity.

The team comprises 85 permanent personnel and leads the endeavour to achieve the strategic goal and objectives of this programme. This staff complement expands during election periods to allow better penetration of communities within South Africa.

Table 16: Strategic objectives linked to Programme 2

Strategic Objective 2.1	Encourage citizen participation by providing continuous education.
Strategic Objective 2.2	Provide strategic and thought leadership in the electoral sphere and place the organisation at the forefront of the discourse on electoral democracy.
Strategic Objective 2.3	Broaden our research agenda, issue publications and preserve institutional memory.
Strategic Objective 2.4	Increase institutional visibility through proactive consultation, effective communication and presence.
Strategic Objective 2.5	Facilitate platforms for stakeholder dialogue.
Strategic Objective 2.6	Position the Electoral Commission as a continuously improving organisation through ongoing interaction and liaison with relevant international stakeholders.

Table 17: Strategic objectives, key performance indicators, planned targets and actual achievements

Programme 2: Outreach							
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
2.1 Encourage citizen participation by providing continuous education.	2.1.1	Number of civic and democracy education (CDE) events per annum (An event is defined as an activity of educational substance with a specified target audience of at least 20 people with defined inputs and outputs.)	4 875	8 063	65 454	57 391	The high number of events resulted from high-impact educational campaigns in preparation for the national and provincial elections. A full complement of expansion staff and partnerships with civil society organisations and traditional councils also resulted in targets being exceeded.
2.2 Provide strategic and thought leadership in the electoral sphere and place the organisation at the forefront of the discourse on electoral democracy.	2.2.1	Number of thought leadership initiatives per annum	New indicator	20	41	21	Additional seminars were necessary to focus on the compelling issues and debates inherent to the national and provincial election context, due to the need to host more seminars for youth and in recognition of 20 years of democracy.
2.3 Broaden our research agenda, issue publications and preserve institutional memory.	2.3.1	Number of research projects conducted and published per annum	5	3	3	-	-
	2.3.2	Finalise and implement knowledge management policies and systems by 31 March of each year of the Medium-term Expenditure Framework	Policy was considered by the Policy Committee.	Phase One Knowledge Management Strategy system implementation	The Knowledge Management Policy was approved.	The policy was approved, but system was not implemented.	Priority was placed on the national and provincial elections of 2014.

Table 17: Strategic objectives, key performance indicators, planned targets and actual achievements (continued)

Programme 2: Outreach						
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14
2.4 Increase institutional visibility through proactive consultation, effective communication and presence.	2.4.1	Number of targeted media interactions per annum	29 media releases 155 media interviews 11 media analysis reports	30 media releases 100 media interviews 12 media analysis reports	77 media releases 420 media interviews 12 media analysis reports	47 media releases 320 media interviews 0 media analysis reports
	2.4.2	Number of targeted communication platforms per annum	(4) • Radio • Print • Facebook • Twitter	(14) • Billboards • Wall murals • Train station boards • Taxi and rank TV • Posters • Flyers • Television • Radio • Print • Digital/online • Facebook • Twitter • Mobile • Public call centre	(14) • Billboards • Wall murals • Train station boards • Taxi and rank TV • Posters • Flyers • Television • Radio • Print • Digital/online • Facebook • Twitter • Mobile • Public call centre	-
						The Electoral Commission exceeded this target due to increased publicity around highly contested by-elections, voter registration drives and the signing of the Code of Conduct.

Table 17: Strategic objectives, key performance indicators, planned targets and actual achievements (continued)

Programme 2: Outreach							
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
	2.4.3	Number of stakeholder relationships and engagements established and maintained per annum (A stakeholder is an individual or group that has a vested interest in the outcomes of an organisation. Therefore, stakeholder engagement is the process whereby organisations engage people that are affected by its actions. Engagements must be on an ongoing basis and must be nurtured over a period of time for a specific purpose or objective.)	73	150	172	22	Additional partnerships are necessary in an election year. Mpumalanga used traditional councils as the main conduit for CDE instead of DEFs, and generated 58 partnerships on the local level alone.
2.5 Facilitate platforms for stakeholder dialogue.	2.5.1	Number of meetings with key stakeholders per annum	24	46	44	(2)	This target was not achieved by two meetings due to decreased interaction and consultations with identified stakeholders.

Table 17: Strategic objectives, key performance indicators, planned targets and actual achievements (continued)

Programme 2: Outreach						
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14
2.6 Position the Electoral Commission as a continuously improving organisation through ongoing interaction and liaison with relevant international stakeholders.	2.6.1	Number of interactions or liaisons internationally per annum	36	13	26	13
						There was increased demand on the Electoral Commission for international engagements due to foreign interest in the 2014 national and provincial elections.

CIVIC AND DEMOCRACY EDUCATION

The Electoral Commission runs CDE programmes on a continuous basis in order to impart knowledge and skills and encourage the attitudes and values citizens require to actively and meaningfully engage in democratic processes before and between elections. At their most basic, these programmes contribute to the efforts that aim to ensure that all persons who are eligible voters know how, if they so wish, to apply for registration on the national voters' roll. Education initiatives are designed to generate ongoing dialogue and deepen the discourse about broad concepts of democratic society and citizen participation, such as the Constitution, human rights and democracy. These concepts form an integral part of the Electoral Commission's efforts to promote an environment that is conducive to free and fair elections.

Voter education is part of civic education and takes place in relation to a specific election. This education aims to ensure that voters are ready, willing and able to participate in electoral processes. The curriculum integrates the necessary knowledge, skills and attitudes to develop responsible citizens who are aware of their duties and rights and fully participate in society.

Mass education

In this instance, "mass education" refers to the scale of the education effort. Mass education campaigns mobilise communities to access and practise their civic rights and responsibilities. These campaigns are driven by the Electoral Commission's permanent and expansion staff and by collaborative programmes with strategic partners and stakeholders. This ensures a collective responsibility for establishing a sustainable democratic culture.

The Electoral Commission conducted 65 454 educational events during the 2013/14 financial year.

During the year under review, 52 Outreach and Training Officers were appointed. They increased the Electoral Commission's visibility in each district and metropolitan area. Their key areas of responsibility include both outreach activities and electoral staff training. Boosting permanent educational capacity at the local level

places the Electoral Commission at the forefront of election management bodies internationally and alleviates a global concern identified by the United Nations that the lack of qualified and experienced democracy facilitators is an obstacle to the promotion of democracy and human rights.

Before the 2014 national and provincial elections, the Electoral Commission engaged 242 Municipal Outreach Coordinators (MOCs) and 1 379 DEFs. It also engaged 33 civil society organisations (including community and faith-based organisations) and traditional councils to conduct civic and voter education activities in communities.

Schools Democracy Week October 2013

In partnership with the Department of Basic Education, the first national Democracy Week was held in schools during October 2013. The intention was to support the drive to increase youth registration and educate youth and first-time voters on registration and voting. The Democracy Week had the long-term objective of entrenching registration, voting and active participation as fundamental civic responsibilities. Democracy Week resulted in 62 592 new registrations in the 15 to 20 age group.

The following teaching and learning materials were developed to support Schools Democracy Week activities:

- (a) a 58-page booklet, "Becoming a Good Citizen: Electoral Democracy Toolkit", aimed at learners in secondary schools in the Further Education and Training band; and
- (b) a 95-page booklet, "Not Too Young – Teaching Electoral Democracy to Young South Africans", made available to teachers and younger learners in primary schools in the General Education and Training band.

All material and classroom activities were linked to social media platforms: Twitter, YouTube and Facebook. The material is available on the websites of both the Department of Basic Education and the Electoral Commission.

Schools' Democracy Week is part of a larger youth-focused strategy for outreach and enables the infusion of electoral democracy content into the formal school curriculum. The agreement between the Electoral Commission and the Department of Basic Education stipulates that they will jointly implement the week annually to ensure that young citizens are strongly represented on the voters' roll and that learners' awareness of electoral processes is raised.

National Coordinating Forum

The Electoral Commission continually endeavours to build strategic partnerships and the National Coordinating Forum (NCF) creates platforms at national, provincial, regional, local municipal and ward level to facilitate information-sharing, dialogue and discussion with South African civil society. It also plays a critical role in supporting electoral democracy in three key areas: CDE, conflict management and elections observation. The NCF held four successful national meetings in the period under review. The intention is to continue growing the membership of this forum.

Ensuring accessible and inclusive civic education and voting

The Electoral Commission has committed to meaningfully upholding and progressively realising and improving the rights and duties of persons with disabilities. These persons should be able to exercise their universal right to accessible and inclusive voting in public on equal terms with others. In March 2014, the Electoral Commission participated in the submission of information on the Baseline Country Report on the United Nations Convention on the Rights of Persons with Disabilities (UNCPRD).

In the year under review, the Electoral Commission also formalised memoranda of understanding with the South African National Council for the Blind (SANCB) and the Deaf Federation of South Africa (DeafSA). Lead trainers were trained and voter education programmes were conducted for the communities of the visually impaired and the deaf.

In selecting target audiences, stakeholders and partners for its educational programmes, the Electoral

Commission includes all sectors that comprise the rich diversity of the South African public. Groups who may be at risk of further discrimination and marginalisation due to their disability, age, race, language, socio-economic, ethnic, gender or health are specifically targeted to enable all groups to fully understand, claim and enjoy their civil and political rights.

Through the Electoral Commission's partnerships with SANCB and DeafSA, three training sessions were held with youths, women and lead trainers from the visually impaired and deaf communities. Both SANCB and DeafSA rolled out civic education programmes. Their communities were thus enabled to exercise their universal right to participate in electoral processes without discrimination.

SANCB raised awareness of the collaborative and empathetic partnership between itself and the Electoral Commission, and lauded the role played by the Electoral Commission in promoting political inclusion for persons with disabilities, and for assisting in raising awareness of the universal ballot template, which upholds the right to secrecy of the vote for visually impaired persons.

A targeted voter education campaign for prisoners was conducted successfully in all provinces.

Partnership with SABC Education

The Electoral Commission once again formalised a partnership in the year under review. This gave the Electoral Commission extended reach on television, radio and social media platforms. The 2013/14 Voter Participation Survey revealed that radio and television continue to be powerful vehicles for voter education.

- (a) 80% of the public get information about the Electoral Commission via television, 59% via radio, 48% by newspapers and posters and 31% via contacts
- (b) 58% prefer getting information relating to the Electoral Commission via television

One programme flowing from the partnership is *The Right to Win*, a new approach to civic and voter education in an entertaining game-show format. The first series of the game show was broadcast in 2011. Its success resulted

in a second series, which began filming on SABC2 in March 2014. Aimed at a broad crossover audience, it is one of the first game shows in the world to focus solely on issues relating to democracy. The show raises awareness of the Electoral Commission's work, as well as broader democracy and civic education issues.

In its first week, *The Right to Win* appeared in the top four game shows in South Africa according to the prime time television audience measurement (TAM) ratings. The show reached 1 014 000 viewers in its first week. As of 31 March 2014, five episodes had been aired, averaging a minimum of a million viewers per episode. A mobile application for *The Right to Win* has been developed.

A voter education radio series was implemented on the civic slot of the South African Broadcasting Corporation (SABC) on 13 regional radio stations. This series kicked off in March, with each station hosting a minimum of two episodes per week. These radio stations are the following:

- (a) Umhlobo Wenene (isiXhosa);
- (b) Thobela FM (Sepedi);
- (c) Phalaphala FM (Tshivenda);
- (d) Mughana Lonene FM (Xitsonga);
- (e) Ukhozi FM (isiZulu);
- (f) Lesedi FM (Sesotho);
- (g) Ligwalagwala FM (siSwati);
- (h) Radio Sonder Grense (Afrikaans);
- (i) Motsweding FM (Setswana);
- (j) Ikwekwezi FM (isiNdebele);
- (k) Tru FM (English);
- (l) X-K FM (Afrikaans); and
- (m) Lotus FM (English).

RESEARCH

In alignment with the Electoral Commission's Vision 2018, the Research Unit seeks to entrench the Electoral Commission as a pre-eminent leader in electoral democracy through key research studies to inform and influence its work.

Voter Participation Survey 2013/14

The Voter Participation Survey (VPS) 2013/14 is a nationally representative, cross-sectional survey that was

conducted for the Electoral Commission by the Human Sciences Research Council (HSRC) between October and December 2013. The study aimed to inform and guide the Electoral Commission in its plans, policies and practices by evaluating voting behaviour in South Africa and ascertaining people's interest in and perceptions of the forthcoming 2014 national and provincial elections. The following are highlights of the findings:

- (a) **Voter registration:** Nearly all South Africans aged 16 years and older (96%) were in possession of a legitimate bar-coded ID. Those who did not possess an ID were mostly between 16 and 19 years. The possession of an ID therefore does not serve as a significant barrier to registration among the electorate. Nine out of 10 (93%) registered voters found the registration process easy. On average, respondents reported that it takes 12 minutes to register as a voter.
- (b) **Voting and special groups:** More than eight in 10 voters felt the needs of the elderly and disabled in terms of voting procedures or processes were addressed to a certain extent. However, the elderly (65 years and over) believed that their needs were not being adequately addressed. A lower share responded that the needs of the youth and women were being addressed. A comparison between 2010 and 2013 revealed that public perceptions had not markedly shifted over the period.
- (c) **Views on women's political participation:** Between 2010 and 2013, there was a general improvement in attitudes towards women in politics. The majority of respondents believed that women need to get more involved in politics (78%) and the proportion of adult citizens who believed that men were better politicians than women declined from 43% in 2010 to 33% in 2013. Finally, the share who felt that their needs would be better addressed if more women were in politics grew from 40% in 2010 to 46% in 2013.
- (d) **Youth and electoral participation:** Only 50% believed that the youth are interested in politics, a decline since 2010. However, 73% believed that the youth should take a lead in voting and

82% felt the youth need to be encouraged to participate in elections. Importantly, 76% support school-based CDE to teach young South Africans about elections.

Elections Terminology Project

The Electoral Commission's partnership with the National Language Service (NLS), based in the Department of Arts and Culture (DAC), culminated in the publication of the Multilingual Election Terminology List in February 2014. The project was aimed at educating the public about election terminology, providing election practitioners and language experts with a tool to standardise and improve the quality of translation, as well as broadening the public's knowledge about elections.

KNOWLEDGE MANAGEMENT

Materials development

In the year under review, the Electoral Commission developed the following voter education material for the 2014 national and provincial elections:

- (a) nine fact sheets;
- (b) seven educational posters (three of these posters in sign language);
- (c) a voter education booklet;
- (d) a CDE training manual; and
- (e) schools Democracy Week material.

All fact sheets, posters and the booklet were produced in 12 languages (11 official languages plus Nama), as well as in Braille and audio versions.

Knowledge centre

The Electoral Commission boasts an excellent knowledge centre, which consists of an in-house library, registry, messenger and postal section, as well as an extensive photo library and archive. Annually, all documented information is filed and preserved according to relevant legislation, namely the National Archives and Record Service of South Africa Act, Act No. 43 of 1996, Promotion of Access to Information Act, Act No. 2 of 2000, and the Electronic Communications and Transactions Act, Act No. 25 of 2002.

The knowledge centre partnered with Constitution Hill on a collaborative exhibition entitled "Refle'X'ions: 20 Years of Electoral Democracy" in March 2014. Among the artefacts and exhibits on display were ballot papers, ballot boxes and voting booths from the first democratic elections in 1994. Photographs from the Commission's archives and collections of election campaigns during the past eight national and provincial and municipal elections, as well as posters from the Commission's extensive poster collection, were also on show.

COMMUNICATIONS

Overview

Targeted communication activities included keeping stakeholders well informed of key information and developments with regard to electoral democracy. In this regard, communication plays a vital role in providing information, facilitating education, creating awareness around electoral events and motivation to act in accordance with the values of the Electoral Commission and electoral legislation and regulations.

For the period under review, the communication activities both internally and externally were dominated by the approaching 2014 national and provincial elections, which ensured that all stakeholders were adequately and timeously informed of all issues, events, timetables, deadlines and requirements for the elections. This included ensuring that the optimum number of possible voters was eligible to vote in the 2014 national and provincial elections – primarily through two registration weekend drives held in November 2013 and February 2014.

Media relations

The media continues to be a critical source of information for the public – from traditional and national media such as newspapers, magazines, periodicals, radio stations and television, to emerging media in the form of community radio, television, print media and social media platforms such as Twitter, Facebook and personal blogs. Maintaining an open and transparent relationship with a wide variety of media is crucial to managing both the flow of information for the public, as well as the reputation of the Electoral Commission.

From a media relations perspective, the primary objective of the Electoral Commission was to inform South Africans on electoral events, including all by-elections, changes to electoral legislation and the upcoming 2014 elections. During the period under review, voter registration for the 2014 elections was the focal point of media engagement. Citizens were provided with relevant information to enable them to exercise their right to register and vote. Information was disseminated to registered voters, non-registered voters and voters who qualified for the first time for out-of-country registration. A further key area was communicating changes to electoral legislation, which included significant changes to overseas voting and special voting requirements.

Among the key achievements were the following:

- (a) a total of 77 media releases were issued;
- (b) some 420 interviews were scheduled with South African and international media;
- (c) a number of engagements were arranged between the Electoral Commission's leadership and media bodies, including the South African National Editors' Forum.
- (d) nearly 100 journalists were trained at media training workshops held in Johannesburg, Durban, Cape Town and Port Elizabeth in March 2014 in preparation for the 2014 elections; and
- (e) a media handbook was published and distributed by the Electoral Commission to guide the media in covering the 2014 elections.

Media monitoring

The Electoral Commission has maintained media monitoring with regard to its mandate and activities in print and electronic media for the period under review. These reports enable the Electoral Commission to track, measure and monitor coverage of the organisation, electoral processes and other areas of interest and relevance to ensure that information is accurate and fair, and to intervene where necessary to protect and maintain the credibility of the institution and faith in the electoral process.

For the year under review, 12 media monitoring reports were recorded.

Advertising campaigns – registration of voters

The national and provincial elections of 2014 and the fact that these elections would coincide with the 20th anniversary of democracy were the overarching drivers of the advertising campaign for the 2013/14 financial year. Central to this was the objective of ensuring that the widest possible number of eligible voters would be able to vote in the 2014 elections. This involved ensuring that two key groups of potential voters were touched by communications from the Electoral Commission during the period, namely existing registered voters and eligible voters who are not yet registered.

These groups were to receive the message that they should ensure that their registrations were up to date, that they possessed the necessary identity documents to register and vote, and that they take the opportunity of the registration weekend drives to update their registration details and/or to register for the first time. The concept of the advertising campaign was to reflect ordinary South Africans from all walks of life, race, gender, language, culture and ethnic backgrounds, and to show their reasons for voting in the upcoming elections.

The campaign was implemented across a wide variety of media platforms, including television, radio, print, outdoor, digital, mobile and event activations (including events held at universities). Among the key achievements of the campaign aimed at encouraging registration were the following:

- (a) a record 25.3 million South Africans registered for the election;
- (b) the target for overall registration (80.8%) was achieved; and
- (c) the target of two million first-time voters registered was exceeded (2.3 million registered to vote).

Advertising campaigns – registration of overseas voters

In November 2013, the President assented to the Electoral Amendment Act, Act No. 18 of 2013, opening the way for South Africans living outside South Africa to register and vote in the 2014 national and provincial elections. Those who wished to exercise this right were required to register in person either in South Africa or at one of South Africa's 123 embassies, high commissions or consulates-general located in 108 countries.

Given that this was a new feature in these elections, efforts were made to inform as many South Africans living abroad as possible of this opportunity and to inform them of how to participate. The following elements were developed to inform South Africans living abroad of their opportunity to register and vote in the 2014 elections:

- (a) Research indicated what key websites people abroad visit for news about South Africa, and banner advertising was secured on these websites. In order not to confuse local South Africans with different registration dates, these banner adverts were only viewed by visitors whose Internet Protocol (IP) addresses showed that they were accessing the sites from outside South Africa. The sites chosen for advertising were those with the highest traffic from outside South Africa.
- (b) The Google search engine platform was aimed at citizens overseas who searched for subject matter including "elections South Africa", "registering to vote", etc.
- (c) The website of the Electoral Commission was updated to provide information regarding the process for out-of-country registration and voting – including placing two banner notices (sliders) on the homepage advising South Africans out of the country of their rights and opportunities.
- (d) The Electoral Commission also provided information about overseas voting on the website of the Department of International Relations and Cooperation (DIRCO) with hyperlinks to the Electoral Commission's website.
- (e) A joint media release was issued between DIRCO and the 123 South African missions, both in South Africa and outside the country, informing South Africans that they can register at their local embassy, high commission or consulate. As part of this information campaign, several media interviews were scheduled to discuss overseas registration with key media.

The campaign also included reminders to voters that they needed to apply to cast special votes (VEC 10 applications) during the window for these, in the period commencing 25 February 2014 and ending 12 March

2014 as per the election timetable. The following are key achievements of the overseas voting campaign:

- (a) over 5 000 voters registered as out-of-country voters.; and
- (b) over 26 000 voters applied to vote outside the country.

Advertising campaigns – youth campaign

The 2014 elections would see the first generation of South Africans who were born into freedom vote in national and provincial elections for the first time. This new generation of potential voters is also exposed to wider media channels than any other generation in South Africa's history.

Statistics indicate that, election after election, the percentage of eligible youths who actually register and vote is relatively smaller when compared with other age segments. This is true both in South Africa and internationally and it is frequently interpreted to mean that young people are apathetic when it comes to politics. However, research into the opinions of youths suggests that they are highly engaged and opinionated about a range of social issues, including politics. However, they frequently feel not spoken to, but spoken at, ignored, disregarded and irrelevant.

Internationally it has been shown that the following two key factors contribute to the youth's participation in electoral processes:

- (a) Researchers have stated that the internet, particularly blogs and social networking sites, have played an important role in increasing interest and participation in the political arena. Getting the youth interested in politics is especially important as research shows that young voters tend to become voters for life.
- (b) Celebrity endorsements have the potential to bridge the gap between politics and young society by making politics seem "popular and cool." Celebrities are the people whom young teenagers look up to – as proven by Twitter follower trends and numbers. When they see celebrities participating and urging others to participate, it makes it seem that everyone is

doing his or her bit. This works partly due to “the fear of missing out” and partly by making voting seem cool and relevant.

These two factors were merged in a specially conceived youth campaign for the 2014 national and provincial elections. At its core, this youth campaign featured a group of well-known young celebrities in South Africa spanning a variety of race, gender, musical and entertainment genres that are popular with the youth of our country. Elements of the youth campaign were the following:

- (a) The centrepiece of the youth campaign was a television advert that featured celebrities discussing why they would be voting and why they believe all young South Africans should vote too. The advert was shot against a backdrop of a giant graffiti wall on which was painted: “I X SA”.
- (b) Radio adverts in which the celebrities identified themselves and explained why they would be voting were broadcast on all major national, regional and community radio stations. The adverts were aired in all official languages.
- (c) Social media was a key feature of the youth campaign and was utilised to encourage youth participation and involvement in registration, as well as to spark a discourse among young people on why it was important to vote.

The online campaign included the following:

- (a) Additional video content like short videos of each celebrity’s message was posted online and the celebrities used their own social media following to promote these videos.
- (b) Key youth channels were selected for an advertising campaign that encouraged youth participation – including MXit, Google, Facebook and popular mobile sites, including Opera Mini and Samsung.
- (c) Content posted on the Media24 matric results online application site appeared on 7 January 2014 to attract this important group of potential new voters.

- (d) Tweets from celebrities about the campaign and the need to vote and photographs of these celebrities at registration stations were also part of the campaign. Between them, the celebrities who participated in the campaign had over one million followers on Twitter. The celebrities shared why they would be registering to vote (the “Share Your Y” campaign) and then asked other young South Africans to name their reasons for registering to vote. Through the use of the celebrity tweets and the Electoral Commission’s own social media content team, young South Africans were encouraged to share their own reasons for voting with their friends and family via their own social media channels.

The impact of the social media strategy was instant. Between October 2013 and March 2014, the Electoral Commission enjoyed the following spectacular growth in key social media platforms and was listed on the fastest growing Facebook and MXit lists:

- (a) Facebook grew from just over 1 000 likes to 141 600 likes by the end of March 2014.
- (b) Twitter followers increased to 32 648 followers by the end of March 2014.
- (c) On MXit, the Electoral Commission grew its subscribers from zero to over 360 000 on the platform and entered the top 100 brands on MXit in 24th place.

Other key achievements of the youth campaign included the following:

- (a) More than 80% of new registrations during the two weekend registration drives were under 30 years old.
- (b) Young people in the 20 to 29 age group comprised the second-largest segment on the voters’ roll for the 2014 elections (22.68%). The 30 to 39 age group is the largest group (24.34%).

Call centre

The demands on the organisation to provide its various stakeholders with information on the 2014 national and provincial elections at their convenience created

a need for the Electoral Commission to establish an integrated inbound call centre to service the South African electorate. The call centre went live on 9 October 2013, ahead of the first registration weekend, and was scheduled to be operational until the end of May 2014, following the conclusion of the national and provincial elections and the announcement of the results. During normal activity periods, operational hours are from 08:00 to 17:00, five days a week. These hours are extended to 19:00 over weekends and during heightened activity periods (including the week leading up to registration weekends and the week prior to and including the elections).

The purpose of the call centre is to allow potential eligible voters to clarify any queries they may have with respect to voter registration, voter education and voting processes so that they may meaningfully participate in the elections.

The popularity of mobile and social media was incorporated into the call centre function, allowing the Electoral Commission to reach young South Africans in a more integrated and accessible way. The call centre is divided into a traditional call centre, which can be accessed through a toll-free number, and an interactive internet-based communication tools (social media) section, which caters for applications such as Facebook and Twitter. Both facilities are aimed at giving the public an opportunity to clarify any queries they may have with respect to the following:

- (a) information regarding voter registration requirements (including who may register to vote);
- (b) information concerning how to register, as well as places and times where voter registration may be undertaken;
- (c) information about the status of the registered voter on the national common voters' roll; and
- (d) any other information that affected the eligible voters with respect to their preparation and participation in the forthcoming elections, such as voting hours.

The following are some statistics from the call centre up to the end of March 2014:

- (a) total number of calls – 149 666;
- (b) number of calls abandoned – 19 413;
- (c) number of calls handled by interactive voice response (IVR) – 43 911;
- (d) service levels reached – 95.11%;
- (e) average answer time – 0.05 seconds; and
- (f) average length of call – 2 minutes 40 seconds.

The most common questions were about registration ("Am I registered?" and "Where do I register?") and voting ("How, where and when do I apply for a special vote?"), as well as the special voting procedures.

Internal communications

Staff members are key stakeholders in any organisation and the Electoral Commission is no different. In fact, the need to ensure that all employees are kept informed and updated on key events, issues and information is all the more critical during an election period when the staff complement of the organisation increases dramatically. To ensure that members of staff were constantly informed about key issues, a variety of internal communication channels were used, including the following:

- (a) a regular newsletter issued electronically to all staff;
- (b) regular email notices of important events, news, legislative amendments and other operational issues;
- (c) frequent communication about key issues from the leadership of the Electoral Commission to staff;
- (d) text messages to all staff ahead of the registration weekends to encourage and motivate them; and
- (e) during staff engagement sessions, known internally as Siyathetha sessions, the Electoral Commission's leadership met face-to-face with staff at the national office to exchange information and answer questions about key issues.

Publications

Custodianship of the Electoral Commission's body of knowledge resides in the publications that accumulate the organisation's knowledge management. On a regular and ad hoc basis, the Electoral Commission produced publications as part of its knowledge management, communications and education activities. Among others, the following publications were finalised during the current year:

- (a) The 2013 Annual Report and 2013/14 Strategic Plan and Annual Performance Plan.
- (b) A media guide. In anticipation of the Electoral Commission's media training events during the election period, a media guide to the 2014 national and provincial elections was produced. This resource is an empowerment and information guide for community and mainstream journalists from the print, broadcast and online media. It aims to build the media's capacity to effectively prepare for, monitor and report on the 2014 elections, while also educating voters on elections and democracy. Five hundred soft copies of the publication were distributed to the nine provincial electoral offices for further dissemination at their individual training events. Moreover, an electronic copy of the publication was published on the Electoral Commission's official website (www.elections.org.za) for easy access.
- (c) E-voting Seminar Report. In March 2013, the Electoral Commission hosted a seminar on electronic voting and counting in Cape Town for all its stakeholders to better understand the costs, advantages and disadvantages such technology would bring to South Africa's electoral democracy. The seminar examined the cross-national experience of e-voting technologies by way of country-specific case studies and highlighting key lessons learnt. The report on the E-voting Seminar 2013 was finalised and prepared for publication during the 2013/14 financial year.

Facilitating platforms for stakeholder dialogue

The Commission held a number of meetings with stakeholders to facilitate dialogue on the principles of peaceful, free and fair elections in South Africa, particularly with respect to the 2014 national and provincial elections. Interactions in this regard included meetings with the Portfolio Committee on Home Affairs, the Minister of Home Affairs, the President, premiers, political parties and members of civil society organisations.

The Commission exceeded its target for these meetings during this period due to increased interaction and consultations with its identified stakeholders.

During this reporting period, the Commission continued to play a major role in promoting electoral democracy internationally, while learning through ongoing interaction with relevant international stakeholders.

The Electoral Commission liaised with international organisations, including A-WEB, AAEA and the ECF-SADC. In addition, the Commission participated in the establishment of A-WEB. In addition to these organisations, the Commission interacted with a number of its counterparts from across the globe to discuss and share expertise relating to best practices in the management and delivery of free, fair and credible elections.

The Commission exceeded its target for these interactions as a result of an increase in the number of activities where it was required to play a role, such as the following:

- (a) capacity-building;
- (b) elections observation;
- (c) fulfilment of international obligations in regional and international organisations;
- (d) workshops and conferences;
- (e) study tours; and
- (f) technical assistance.

LINKING PERFORMANCE WITH BUDGETS

Table 18: Overview of programme budget

Programme name	2013/14			2012/13		
	Budget	Actual expenditure	(Over)/under expenditure	Budget	Actual expenditure	(Over)/under expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Outreach consisting of CDE, research and communication	257 757	233 454	24 303	44 506	25 908	18 598

3.3 Programme 3: Political Liaison

Programme 3 includes the key activities of candidate nomination, party liaison and represented political party funding, and focuses on the strategic goal of strengthening a cooperative relationship with political parties by:

- (a) deepening interactions with represented political parties and independent candidates;
- (b) convening consultative forums with registered political parties;
- (c) processing the nomination of candidates for various electoral events;

- (d) administering party registration processes; and
- (e) the disbursement of allocations from the Represented Political Parties Fund.

Programme 3 facilitates the participation of parties in regular free and fair elections through sustainable systems, people and processes. This programme provides for ongoing liaison platforms with registered political parties and independent candidates.

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

Table 19: Strategic objectives linked to Programme 3

Strategic Objective 3.1	Deepening political engagement with represented parties, including convening consultative fora with registered political parties.
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Table 20: Strategic objectives, key performance indicators, planned targets and actual achievements

Programme 3: Political liaison						
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14
3.1 Deepening political engagement with represented parties, including convening consultative forums with registered political parties.	3.1.1	Number of liaison sessions with members of party liaison committees (PLCs) at national, provincial and municipal levels per annum	1 325 national/49 provincial/1 271 local	2 517 12 national/ 108 provincial/ 2 397 local	2 060 12 national/ 77 provincial/ 1 971 local	(457) 0 national/ (31) provincial/ (426) local
	3.1.2	Funding of political parties - number of quarterly disbursements to represented parties per annum	4	4	4	-
	3.1.3	Number of training sessions conducted with political parties (1 x national; 1 per province) per annum	New indicator	9 + 1 = 10	24	14
<p>The following training sessions were conducted:</p> <p>National = 3 Eastern Cape = 2 Free State = 1 Gauteng = 6 KwaZulu-Natal = 1 Limpopo = 4 Mpumalanga = 5 North West = 1 Northern Cape = 1 Western Cape = 0</p>						

PARTY LIAISON

Registration of political parties

A total of 45 political parties were registered for the first time during the reporting period. Of these, 42 were registered in the national sphere of government, while three parties were registered in the municipal sphere of government.

Table 21: Registration of political parties during the financial year

	National	Municipal	Total
Registered	42	3	45
Deregistered	0	0	0

Liaison with political parties

The Electoral Commission Act, Act No. 51 of 1996, requires the Electoral Commission to maintain liaison with represented and unrepresented registered political parties. A total of 2 059 PPLC meetings were conducted at the national, provincial and municipal levels.

LINKING PERFORMANCE WITH BUDGETS

Table 22: Overview of programme budget

Programme name	2013/14			2012/13		
	Budget	Actual expenditure	(Over)/under expenditure	Budget	Actual expenditure	(Over)/under expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Party liaison	3 510	1 751	1 759	1 431	1 027	404

3.4 Programme 4: Corporate Services

Programme 4 includes the key activities of human resources management, staff development and training, ICT, as well as financial and facilities management. The programme also focuses on the strategic goal of strengthening institutional excellence and professionalism at all levels of the organisation by:

- (a) striving for excellence at voting station level;
- (b) building institutional capacity;
- (c) strengthening our presence and effectiveness at local level;
- (d) expanding human capital development;
- (e) adhering to performance standards;

- (f) becoming people-centred;
- (g) managing financial and human resources well;
- (h) strengthening risk management;
- (i) maintaining sound industrial relations;
- (j) striving to comply with national climate change policies (preserving the environment); and
- (k) building institutional memory.

Programme 4 provides enabling business processes and systems in respect of financial management, ICT, human resources management and facilities management to efficiently and effectively support the core business of the Electoral Commission. The Electoral Commission's training institute is also run under this programme. A staff complement of 129 permanent personnel support the functions of this programme.

Table 23: Strategic objectives linked to Programme 4

Strategic Objective 4.1	Striving for excellence at voting station level
Strategic Objective 4.2	Building institutional capacity
Strategic Objective 4.3	Strengthening presence and effectiveness at local level
Strategic Objective 4.4	Adhering to performance standards
Strategic Objective 4.5	Becoming people centred
Strategic Objective 4.6	Managing financial and human resources well
Strategic Objective 4.7	Exercising oversight (monitoring, evaluation and support) by ensuring that fairly presented financial statements are prepared
Strategic Objective 4.8	Strengthening risk management
Strategic Objective 4.9	Maintaining sound industrial relations
Strategic Objective 4.10	Striving to comply with national climate change policies (preserving the environment)
Strategic Objective 4.11	Providing and maintaining adequate office infrastructure to enable a safe, secure and functional working environment.
Strategic Objective 4.12	Providing and maintaining a stable, secure and scalable ICT environment that meets the functional needs of the Electoral Commission

Table 24: Strategic objectives, performance indicators, planned targets and actual achievements

Programme 4: Corporate Services							
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
4.1 Striving for excellence at voting station level.	4.1.1	Number of electoral staff recruited and trained per annum	1 071	50 092	46 251	3 841	The deviation is ascribed to using only two people per station during the registration weekends, plus a 25% buffer, which was not fully utilised.
	4.1.2	Number of area managers recruited per annum	New indicator	4 277	4 446	169	This target was exceeded due to requests for additional staff in challenging areas.
4.2 Building institutional capacity.	4.2.1	Number of permanent staff positions filled per annum (Posts filled for part of the year will be counted on a pro rata basis)	New indicator	835 posts filled	883	48	This was as a result of the creation of new positions in April 2013.
	4.2.2	Number of bursaries awarded per annum	140	80	86	6	More staff members applied for bursaries and these were granted.
	4.2.3	Number of internal and external short courses or other exposure opportunities afforded to permanent members of staff per annum	924	457	939	482	The internal training of trainers in preparation for the elections at both national and provincial levels has contributed to the increase in numbers. The plan was to expose all trainers to an extensive range of training methodologies, as well as to normalise and standardise the training of electoral staff.

Table 24: Strategic objectives, performance indicators, planned targets and actual achievements (continued)

Programme 4: Corporate Services							
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
4.3 Strengthening presence and effectiveness at local level.	4.3.1	Number of fixed-term staff appointed (expansion staff) per annum	New indicator	441	639	198	Additional capacity required in challenging areas, as well as to temporarily fill vacancies on the permanent staff organogram.
4.4 Adhering to performance standards.	4.4.1	Performance agreements in place for the current year	New indicator	100% of staff	99.25%	0.75%	Employees appointed in March 2014 and one on suspension.
	4.4.2	Performance assessment for the previous year completed	New indicator	100% of staff	100% of staff	100% of staff	-
4.5 Becoming people centred.	4.5.1	One national office and one provincial (one in each province) wellness event per annum	New target	10	7	3	Wellness events were conducted at the national office (5) and two provinces (2) due to the limited availability of staff time as a result of preparations for the 2014 national and provincial elections.

Table 24: Strategic objectives, performance indicators, planned targets and actual achievements (continued)

Programme 4: Corporate Services						
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14
4.6 Managing financial and human resources well.	4.6.1	Annually meet statutory deadlines in respect of budgeting	Deadlines as per National Treasury guidelines met	Deadlines as per National Treasury guidelines met	Deadlines as per National Treasury guidelines met	-
	4.6.2	Twelve management accounts per annum prepared and submitted to the Accounting Officer	12	12	12	-
4.7 Exercising oversight (monitoring, evaluation and support) by ensuring that fairly presented financial statements are prepared.	4.7.1	Achieve an unqualified audit report on the annual financial statements each year	Unqualified	Unqualified	Unqualified	

Table 24: Strategic objectives, performance indicators, planned targets and actual achievements (continued)

Programme 4: Corporate Services							
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
4.8 Strengthening risk management.	4.8.1	Develop and adopt a consolidated process for monitoring legal compliance by the end of the 2013/14 financial year. Implement and maintain the consolidated process during the remaining years covered by the plan.	The Commission adopted the Risk Management Framework on 17 August 2012. Awareness training has taken place.	Process developed	-	Process under consideration	While the post of Chief Risk and Legal Compliance Officer has been considered, it has not been filled pending further consideration by the Commission. An Acting Chief Risk Officer has been appointed and the task of developing a process to monitor legal compliance has been assigned to him.
	4.8.2	Quarterly review and update the Electoral Commission's Strategic Risk Register by the Executive Risk Management Committee	4	4	4	-	-
4.9 Maintaining sound industrial relations.	4.9.1	Annually review the Industrial Relations Policy Framework in consultation with relevant stakeholders (staff, unions)	-	One review completed	A review of the recognition agreement with the union was begun	1	The recognition agreement is still under review by the National Bargaining Forum.
4.10 Striving to comply with national climate change policies (preserving the environment).	4.10.1	Develop and approve Green Policy in 2013/14 and hold awareness sessions in the remaining two years of the Medium-term Expenditure Framework (MTEF)	New indicator	Policy developed and approved	Draft policy in place	Policy not approved	The Policy Committee did not meet as often as required due to the preparations for the elections.

Table 24: Strategic objectives, performance indicators, planned targets and actual achievements (continued)

Programme 4: Corporate Services							
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
4.11 Providing and maintaining adequate office infrastructure to enable a safe, secure and functional working environment.	4.11.1	Number of accommodation contract validity reviews per annum	New indicator	4	4	-	-
	4.11.2	Number of security contract validity reviews per annum	New indicator	4	4	-	-
	4.11.3	Number of vehicles replaced per annum	New indicator	20	57	37	Additional vehicles were required for operational purposes, as most staff members opted not to use their private vehicles for business purposes.
	4.11.4	Number of vehicles disposed of per annum	New indicator	20	39	19	Thirty vehicles that were earmarked for disposal in the previous year were disposed of in this reporting period.
4.12 Providing and maintaining a stable, secure and scalable ICT environment that meets the functional needs of the Electoral Commission.	4.12.1	ICT Strategy in place by 31 December 2013 with annual reviews in the remainder of the MTEF	Submitted for final review and approval	Review plan by 31 March 2014	A review of the strategy was completed	-	-
	4.12.2	Annual percentage of network and application systems availability (system-generated report available)	97.2%	97%	98.9%	1.9%	The target was exceeded.

HUMAN RESOURCES

Skills development

One of the factors in the success of the Electoral Commission is the quality of the people it has been able to attract and retain. In order to retain staff, particularly in this era of rapid change, the need for employees to continuously update their skills and develop new ones has never been greater. Employees of the Electoral Commission are exposed to various learning opportunities such as short courses, seminars, conferences and workshops. The training and development opportunities are provided by both external service providers and internal Electoral Commission employees. Most of these activities take place at the Centre for Elections Learning, which is located at the national office. A total of 939 employees attended the training courses and training sessions listed in the table below:

Table 25: Staff attendance at training courses and training sessions during 2013/14

	Description	Number of delegates
1	Microsoft Tech-Ed Conference	4
2	Outcomes-based Education (OBE) Facilitator Training	2
3	Indian Technical and Economic Cooperation (ITEC) Course in India	2
4	Cobit 5 Foundation Course	1
5	Information, Technology, Infrastructure Library (ITIL) Course	1
6	Workshop on Remuneration for Human Resources	1
7	2 nd Annual Pan African High Security Printing Summit	2
8	Conference and exhibition of surveying, geospatial information, GIS, mapping, remote sensing and location-based business	1
9	Event Management	1
10	How to make the most of Twitter (Social Media)	1
11	Time Management	1
12	South African Institute of Chartered Accountants (SAICA) Preparation of Predetermined Objective Seminar Training	25
13	Advanced Office Executive Super Class with Project Management	3
14	Customer Services Workshop	1
15	Policy Committee Training	9
16	Workshop on Information and Library Management	3
17	Southern Africa Institute of Management Services (SAIMAS) Workshop	1
18	BRIDGE (Polling, Counting and Results Module)	24
19	Advanced Records Management	1
20	Practical MS Office 2007	1
21	Payroll Manager's Tax Year End Seminar	1
22	Programme in Management Development	1
23	National and Provincial Elections 2014 National Boot Camp	143
24	National and Provincial Elections 2014 Provincial boot camps	709
Total		939

Table 26: Utilisation of Centre for Elections Learning during the period under review

Description	Number of days	Number of participants
In-house training and workshops		
Workshop for regional supervisors	3	59
Training on Data Sync Management Tool	2	7
Induction session for newly appointed outreach and training officers	5	46
BRIDGE Certificate Awarding Ceremony	1	30
Information technology assessments	1	6
Information technology assessments	5	6
Financial workshop	2	51
Management of democratic elections in Africa Workshop	2	78
Information technology assessments	19	6
Introduction – Pilot Venue Booking System	1	10
Workshop on provincial results centres and approach to conflict management in context of free and fair elections	2	29
HR Quarterly Review Workshop	6	202
Logistics Systems, Applications and Products (SAP) Workshop	1	19
Policy Workshop	1	15
Procurement Workshop	2	51
Travel with Flair Conferencing Workshop	1	18
BRIDGE training	5	33
Electoral Staff System (ESS) Training	2	6
Ops Centre application training	1	21
Training of Registration Ops Centre staff	3	15
Call centre training	2	6
Assessments of task directives	3	10
Wellness		
South African National Blood Service (SANBS) blood drive	2	50
Siyathetha	2	200
Women's Day event	1	80
Heritage Day celebrations	1	100
AIDS Day	1	60
Wellness Day	1	80
Meetings/briefings/data capturing		
Briefing on transitional arrangements to the new contract	2	30
Meeting between provincial electoral offices and other stakeholders	2	9
PLC meeting	1	35
Introduction to new travel agent	1	20
Follow-up meeting with Travel with Flair	1	6
Schools Democracy Week task team	1	15
Employment equity meeting	1	25
Bid briefing – A4 desktop scanners	1	20

Table 26: Utilisation of Centre for Elections Learning during the period under review (continued)

Description	Number of days	Number of participants
First and second registration weekends Ops Centre	4	60
Material Development Task Team meeting	4	17
Audit Command Language close-out preparations	1	15
Out-of-country registrations	25	25
Candidate nomination	27	25
Election support – scanners	5	15
Overseas voting process	1	10
Total		1 621

Bursaries

Another opportunity provided by the Electoral Commission to develop the skills of its employees is through the bursary scheme. Invitations for applications to study in the following academic year are sent out towards the end of each calendar year. A total of 86 applications were received by the due date and the Bursary Committee approved all the applications. In total, 54 of these applicants registered for the first semester, three withdrew and the remaining 29 deferred registration to the second semester of 2014, after the elections.

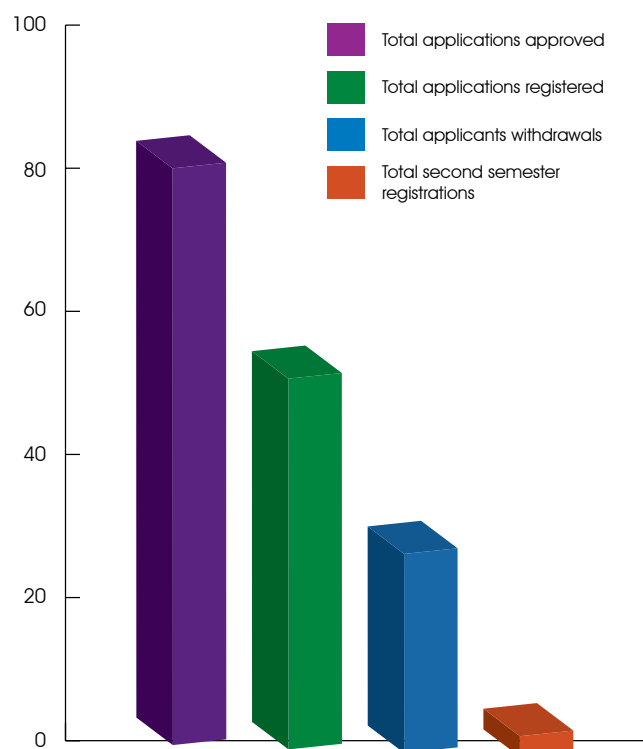


Figure 4: Bursaries

Internships

The Electoral Commission has an internship programme that is designed to afford graduate learning opportunities to gain experiential learning in the workplace. These graduates are placed according to the needs of the Electoral Commission, while ensuring that they obtain maximum exposure to the various activities of the Electoral Commission. Nine interns were appointed in various provincial offices and at the national office and were exposed to working areas in their fields of study.

Table 27: Interns appointed during the period under review

Office	Number of interns
Eastern Cape	1
KwaZulu-Natal	1
Limpopo	2
Mpumalanga	1
North West	1
Northern Cape	1
National office	2
Total	9

Material development

The training of electoral staff is a priority for the Electoral Commission in ensuring the efficiency and effectiveness of staff at voting station level. The Training Department, in conjunction with the Material Development Team, developed the following training material in preparation for the 2014 national and provincial elections:

- (a) Module 3: Voting
- (b) Module 4: Counting
- (c) Module 5: Special Voting

- (d) Voting Station Diary
- (e) Voting Centre Diary
- (f) Area Manager Diary
- (g) Posters (9 posters, 7 each for voting stations and voting centres)
- (h) Training DVD
- (i) Security Guide
- (j) Voting Abroad Guide
- (k) Party Agents Guide

Electoral staff training

Electoral staff training with the Electoral Commission follows a cascading model. To ensure maximum performance of electoral staff, constant and early engagement with them is an imperative. The training of electoral staff started in July 2013 to expose electoral staff to the Electoral Commission's activities, to give them a background in the Electoral Commission's operations, and to educate them on how their respective roles as electoral staff contribute to the attainment of the broader mandate of the organisation.

The national training team trains a cohort of master trainers from each province. These master trainers in turn train all the provincial trainers in their respective provinces. The trainers then train all electoral staff in the different wards and municipalities. The purpose of the national training meeting (called the boot camp) is to familiarise the master trainers with the content, approach and training methodologies that can be utilised during the training of electoral staff in order to standardise training across the country. A national training session was conducted in December 2013.

Table 28: 2014 national and provincial elections boot camps

Province	Date
Eastern Cape	12 to 17 January 2014
Gauteng/Limpopo/ Mpumalanga	19 to 24 January 2014
Western Cape	23 to 27 February 2014
KwaZulu-Natal	23 to 27 February 2014
North West	23 to 28 February 2014
Free State	24 to 28 February 2014
Northern Cape	3 to 7 March 2014

To quality assure the training of electoral staff, assessment scores for Presiding Officers are captured on the ESS, and only those who have attained the stipulated level are given the opportunity to work at the voting stations.

A total of 46 251 electoral staff (registration supervisors, registration officers and area managers) were trained for the two scheduled registration weekends.

All provinces started their electoral staff training in February and March 2014 in preparation of the scheduled 2014 national and provincial elections.

In addition, 23 expansion staff members were trained in the counting of overseas votes. In total, 62 police officers from the South African Police Service (SAPS) were trained to train SAPS officers on the provision of security services at voting stations and 53 members of the South African National Defence Force (SANDF) were trained in out-of-country voting processes.

Electoral staff members were trained in preparation for each by-election. The training was conducted according to the published timetable. A total of 1 304 electoral staff were trained in preparation for the by-elections in the year under review.

SUPPORT SERVICES

To enable employees to perform their daily duties in a secure environment, appropriate office space is secured with active lease agreements in place, which are renewed as required during the period of occupation. The security systems in various offices/warehouses were updated and alarms were installed where needed during the period under review.

Efficient transport and travel services were rendered in compliance with organisational requirements. In total, five pool vehicles were replaced due to high mileage or accidents, while 52 additional vehicles were procured due to operational requirements, mostly for the local offices. A total of 65 accidents involving Electoral Commission vehicles were recorded.

FINANCE

Overview of funds received and spent

The Electoral Commission received a parliamentary grant of R1.464 billion for the year under review. Sundry income, consisting largely of interest earned, brought the Electoral Commission's total income to R1.480 billion. All funds were accounted for and are disclosed in the annual financial statements. In 2012/13, unspent funds amounted to R43 million and were rolled over to the 2013/14 year, giving a total budget of R1.524 billion. In 2013/14, 92.2% of the budget was spent.

Expenditure is mainly influenced by the elections cycle, peaking during preparations for an election and then decreasing to fund regular activities in non-general election cycles.

Key elements of expenditure for the 2013/14 year include the following:

- (a) R571.7 million was spent on employee costs. This represents an increase of 55% on the cost in 2012/13. The increase was mainly due to the employment of expansion staff in the current year to facilitate the two registration weekends and the election preparations, for which there was no equivalent cost in the 2012/13 year.
- (b) R740.8 million was spent on goods and services, representing an increase of 127.5% on 2012/13. Significant elements of the increase include the R74.3 million spent on subsistence and travel costs for the approximately 46 000 temporary staff employed at voting stations for the two registration weekends, in comparison to R5.9 million in the previous year for by-elections and the initial contact session with presiding officers and deputy presiding officers in preparation for the 2014 elections. The increase of R167.0 million in professional services, incurred in relation to, inter alia, advertising campaigns, ICT support costs, research studies and other contracted services in preparation for the registration weekend and the elections is also significant.
- (c) R58.7 million was spent on depreciation, amortisation and impairment. This is consistent with the amount charged in the previous year, reflecting the stability in the Electoral Commission's asset base.
- (d) Property, plant and equipment to the value of R57.0 million was acquired during the year under review. These funds were accounted for as prescribed in accordance with the South African Statements of Generally Recognised Accounting Practice (SA GRAP).

Financial administration

Work continues to enhance controls and processes to reduce the Electoral Commission's risk exposure. The following was achieved during the year under review:

- (a) a procurement workshop was held for national office and provincial staff members;
- (b) monthly closures and monthly financial statements were completed;
- (c) monthly compliance reports were produced and have become an important follow-up tool and mechanism to improve the completeness and accuracy of monthly financial information;
- (d) monthly management accounts have assisted in monitoring expenditure more closely and managing cash flow;
- (e) the financial year was closed within 10 working days in April 2014, with a first draft set of financial statements available on the 12th working day of the new financial year;
- (f) contract administration and compliance processes relating to contract administration have been further enhanced, reducing the Electoral Commission's risk; and
- (g) financial policies and standard operating procedures were reviewed and updated and, where required, new policies and procedures were developed; this exercise was aimed at bringing all financial policies and procedures in line with the latest legislative requirements and National Treasury Practice Notes/Guidelines.

RISK MANAGEMENT

A post of Chief Risk and Legal Compliance Officer has been considered, however the Electoral Commission has yet to determine the structure of the Risk Management Unit.

For the year under review, an implementation plan was adopted and executed. Operational risk registers were developed and maintained at provincial offices and national office departments. This was in addition to the strategic risk register, which was updated on a quarterly basis.

During the 2013/14 financial year, the Risk Management Policy and Risk Management Framework were reviewed. No amendments were made, but it was agreed to amend the terms of reference of the Executive Risk Management Committee (ERMC) in order to allow the Chief Audit Executive to be appointed as a full member to the ERMC.

The Commission approved a business continuity policy and a template for a business continuity plan. It is anticipated that the business continuity plan would be finalised in the 2014/15 financial year.

INFORMATION AND COMMUNICATION TECHNOLOGY

ICT continues to play a critical role in supporting the various processes of the Electoral Commission's business. At the core of this ICT capability lies the following continuous support services, which provide the foundation for all other ICT activities:

- (a) stable applications to support and enable all business processes;
- (b) closely integrated systems aimed at ensuring a seamless flow of information across the different systems;
- (c) stable and secure ICT infrastructure, a stable network at both wide area network (WAN) and local area network (LAN) levels and the data centre;

- (d) sufficient network and background server capacity, with the required capability of supporting increased election activity and network traffic; and
- (e) management of risks, disaster recovery and business continuity processes

Business systems

The Business Systems Department comprises three areas: electoral systems, Geographic Information Systems (GIS) and financial systems. Specific projects are undertaken in accordance with line function requirements in the various areas. During an election preparation year, the number of projects escalates and additional resources are sourced to service the requests.

In order to effectively support business processes at the Electoral Commission, a number of maintenance and business support tasks are executed on a regular basis to ensure the smooth delivery of services in the environment. The Electoral Commission call centre is supported with respect to project management, liaison with the service provider and the GIS training of call centre agents. Specific support was provided with respect to the upload and collation of registration data during the two general registration weekends held in November 2013 and February 2014.

Electoral staff payments, as well as voting station payments, are supported and tracked after the registration weekends.

After proclamation on 25 February 2014, the voters' roll was compiled, verified and submitted for certification on 5 March 2014 in accordance with the election time table. The candidate nomination process, which commenced after the certification of the voters' roll, was supported by the various milestones on the election time table. The notification process pertaining to voters intending to vote abroad (VEC10 applications) was supported.

Part B: Performance Information

Data requests and analyses resulting from the processes above were serviced in line with the requirements from the various line functions.

Preparations for the provision of services at the results operations centres (ROCs) commenced and include the provision of data for the leader boards, GIS map displays, training, dry-runs and general support.

A number of projects were concluded during the year (see table 29 below), with the aim of ensuring that systems for the 2014 national and provincial elections were updated in accordance with business requirements and support provided for the numerous elections preparation activities.

Table 29: Business Systems projects concluded during the period under review

Project name	Project details
Delimitation Revision II and Map Production	<p>In support of the second delimitation revision phase undertaken by line function, working maps (in size A1 and A0) were produced and printed for each of the 4 277 wards. The maps displayed the current voting district boundaries and voting stations, and provided the basis for the municipal electoral staff, in consultation with the local PPLCs to review and, if indicated, amend the voting boundaries and/or stations.</p> <p>Subsequent to the delimitation revision, approximately 5 700 maps (in A3 size) were produced to facilitate the door-to-door process of re-registering or advising people that delimitation in their area has changed.</p> <p>In support of the two general registration weekends, 89 516 original bar-coded A3 maps (each with three copies) were produced.</p> <p>In addition, municipal orientation map sets were produced in A1 and A0, resulting in a total of 600 maps produced, checked and distributed.</p> <p>A total of 22 263 original (each with three copies) Election Day maps were produced and would be available at all voting stations for general orientation.</p>
VSO Lease Scanning	<p>Once a voting station has been identified for use in an electoral event and captured, the Voting Station Operations (VSO) system further facilitates the capturing of the lease agreements with the respective property owners. This project dealt with an extension of the current functionality to include the scanning and linking of a signed contract to the corresponding voting station record. The availability of contracts electronically provides access to the documents at all levels in the organisation and supports the approval process.</p>
Outreach Management System	<p>As part of the Vision 2018 Programme, the Electoral Commission has prioritised continuous CDE and outreach activities. Intensified community outreach and increased visibility of outreach programmes are key components of this vision, in recognition of the strategic value of placing active citizenship at the heart of the national effort to deepen democracy in South Africa.</p> <p>(a) In order to support this initiative, a project was undertaken to develop a comprehensive integrated Outreach Management System (OMS), the aim of which is to provide management information and statistical data, as well as the ability to monitor performance indicators at various levels of the organisation. The system will enable data analysis and backward comparability to assist with measuring the effectiveness and assessing the impact of outreach programmes, and record, where possible, changes over time in the above measurements and trends analysis.</p>

Table 29: Business Systems projects concluded during the period under review (continued)

Project name	Project details
Website Responsive Design and Media Lounge	<p>With the increased availability and use of mobile devices for browsing, the existing Electoral Commission website was enhanced to incorporate a responsive design framework. The change enables content and services to be scaled appropriately to the parameters of the device used for browsing. In addition, a media section was created to assist members of the media to find media releases and associated information.</p> <p>The new website was available in October 2013 for the launch of the 2014 elections activities.</p>
Event Management System	<p>The Electoral Commission hosts a number of events and conferences and a need was identified to have a comprehensive event management system to effectively manage events. Having assessed the requirements from line function in relation to available solutions on the market, a decision was taken to develop an in-house system. In order to contain development cost and time, a Microsoft SharePoint platform with some ready-to-use components was used as a foundation and was completed in-house.</p> <p>The system has been completed and provides functionality for the entire events management cycle, which ranges from the maintenance of a contacts database, sending and tracking invitations, managing the online registration and replies from invitees to managing event documents, access cards and attendance.</p>
Results System Enhancements	<p>The results system was changed due to a legislative amendment stipulating that out-of-country votes only contribute nationally. The associated reports were also updated to reflect the change. In addition, two minor amendments, relating to cross ballot exceptions and more effective filtering of tasks on task lists were effected.</p> <p>An external service provider has been contracted through an open tender to review and check the functionality and integrity of the system.</p>
Special Vote Application System (new module)	<p>A system was developed to manage the capturing, notification and reporting of special vote applications for national and provincial elections in accordance with the amended legislation.</p> <p>Application forms (VEC1), for voting at a voting station prior to Election Day or for receiving a home visit, are submitted at the appropriate municipal electoral office and captured in the system. Once successfully captured, the applicant will receive notification via SMS and/or email, depending on the information provided. An applicant can also send his or her ID number to 32711 or check on the Electoral Commission's website to confirm an application's status.</p>
Candidate Nomination Enhancements	<p>A number of amendments were made to the candidate nomination system in preparation for the 2014 national and provincial candidate nomination process. The functionality for capturing multiple cheques for a single payment and reflecting payment surpluses (where applicable) was added, along with the auto-generation of unique ID numbers for candidates submitted without ID details, changes to the candidate disqualification and notification of non-compliance reports.</p>
ESS Enhancements	<p>While the ESS has been used successfully to manage the contracting, appointment and payment of electoral staff, a number of enhancements were identified.</p> <p>The attendance register has been improved to take advantage of the bigger screens that are available in the offices and enable records to be approved faster and in a more effective way.</p> <p>Functionality to export reports into Excel, upload project costing numbers all at once and introduce a check digit validation (CDV) for account numbers was added to the system.</p> <p>A change in the business process of appointing area managers necessitated a change to the way those contracts were dealt with for payment. The final step in concluding the functionality will be to introduce day-level contracts.</p>

Table 29: Business Systems projects concluded during the period under review (continued)

Project name	Project details
Registration Application Form (REC1) Box Tracking System (project in progress)	<p>Voter registration applications are recorded on REC1-forms during registration and are then transported to the municipal electoral offices. The forms are scanned to store an electronic image and to serve as the basis of address capturing.</p> <p>The challenge has always been to keep track of both the number and the location of the forms when transported. For example, if a service provider is contracted to do bulk scanning, the forms have to be transported there and back after completion. The module, which is currently being developed, is intended to facilitate these processes. Forms would be sorted and stored in boxes marked with pre-printed bar-coded labels, and the boxes would then be scanned into or out of the system as may be required. Hand-held scanners were purchased to facilitate the scanning of the REC1 boxes and will be available at all offices.</p>
Pool Vehicle Request Module (SAP)	<p>A need has been identified to develop a form in SAP that will facilitate an online pool vehicle request and approval system. The functionality is in development and would be concluded after the 2014 elections.</p>
Location-based Unstructured Supplementary Service Data (USSD) Solution	<p>The Electoral Commission monitors the status of voting stations (open or closed) and the estimated throughput at voting stations during registration and election events at regular intervals. Input into the system has historically been through sending keywords and data to a specified SMS number. However, as the voting district number also had to be provided, the input was not always accurate, which lead to incorrect reports on the voting station monitoring system.</p> <p>Having considered various options, the Electoral Commission procured a location-based USSD solution that links users to the correct voting districts and improves the accuracy of input through appropriate menus.</p>
Mobile Applications and Application Programming Interfaces (APIs)	<p>Ahead of the 2014 national and provincial elections, a need for voter facing mobile applications on the most common social media platforms was identified. The project has commenced and the first applications would be made available ahead of the elections.</p> <p>In addition, several media companies approached the Electoral Commission with requests for source data to be provided so that election progress and results can be reported effectively. To this end, APIs are being developed to provide real-time voter registration, voting station information, including mapping, election results data, as well as other generic information.</p>

General maintenance activities undertaken by the business systems team include, but are not limited to the following:

- (a) By-elections support and preparation: Prior to a by-election, a number of activities are undertaken by the system maintenance team. These include supporting voter registration activities, where applicable, culminating in the generation and distribution of the certified voters' roll for the by-election. On Election Day, support is provided for the capturing of results and scanning of results slips. By-election support is concluded with the generation of payment files and reimbursements.

- (b) Ad hoc data requests: Requests from outside parties are frequently made to the relevant line function departments for information pertaining to various election statistics. Once approved, this information is investigated, interpreted and consolidated by the appropriate ICT team, depending on the nature of the request.
- (c) System investigations and impact analyses regarding new systems, potential changes or enhancements required by line function departments: Subsequent to discussions and/or investigations, project charters are compiled for line functions to capture their requirements and provide the basis for further action.

- (d) The updating of content, communications and placement of highlighted areas on the public website is based on electoral cycle activities or other areas of interest pertaining to the Electoral Commission.
- (e) The voting district and station framework, as well as the continuous sourcing, quality assurance and incorporation of new spatial datasets for use in map production are maintained.
- (f) System performance is monitored and system administration tasks are performed.

ICT operations and infrastructure

ICT operations comprise activities in a number of areas, namely ICT security, server infrastructure, network infrastructure, ICT service desk and ICT contract management. In order to provide high availability of ICT services at the Electoral Commission, a number of infrastructure maintenance tasks are executed on a regular basis to ensure the smooth delivery of services in the environment. Specific projects are undertaken to ensure that the ICT operations and infrastructure environment of the Electoral Commission remain relevant and up to date with prevalent technology and good practice.

The ICT planning for the 2014 national and provincial elections started in the second quarter of 2013. With the high traffic volume expected on the Electoral

Commission's public website in the run-up to the first registration weekend, the public website was relocated to the Electoral Commission's internet service provider. This allowed the Electoral Commission to cater for the high traffic volumes and the ability to scale up in the event of more hits than anticipated. The relocation was completed at the end of September 2013.

Telkom was informed of the bandwidth requirements of the WAN sites in preparation for the first registration weekend and the elections. The WAN sites were upgraded to 512KB at the end of September for the first registration weekend and Telkom upgraded the sites to 1MB at the end of March 2014 in preparation for the May elections.

ROC planning started in the last quarter of 2013, with a workshop that included the provincial offices. ICT requirements (data and voice) for all ROCs were determined by extensive consultations with the provincial teams and the media houses (SABC, eNCA and ANN7). The procurement plan for the ROCs, which includes servers, switches and desktops, was developed. Recruitment of additional support staff for the provincial result centres was completed by March 2014.

A number of projects were concluded during the year (see table 30), with the aim of ensuring that the technologies provided to the organisation remain up to date.

Table 30: ICT operations projects concluded during the period under review

Project name	Project details
Microsoft Lync	<p>In the past financial year, the Electoral Commission has implemented Microsoft Lync – Microsoft’s office communications software suite. Lync enables easy real-time communications for the Electoral Commission’s employees by providing a consistent, single client experience for presence and instant messaging. It also enables a convenient meeting experience. Presence indicates a user’s current availability, which is published to colleagues and peers, enabling others to determine an appropriate time to contact a user.</p> <p>Instant messaging (IM) facilitates quick and easy real-time, primarily text-based, communications. IM is a convenient manner in which to conduct a conversation without needing to resort to email or a phone call. All messages are encrypted, which means that a rogue user on the network cannot read messages sent between two other users.</p>
Identity Management	<p>Microsoft Forefront Identity Manager (FIM) provides an integrated and comprehensive solution for managing the entire life cycle of user identities and their associated credentials. FIM facilitates an automated user creation process through integration with the SAP (for permanent employees) and Turnaround (for contractors). Moreover, if users are deleted in the SAP, FIM will also disable the user in Active Directory, thereby revoking access to the Electoral Commission’s domain. This overcomes potential administrator oversight and ensures a more secure environment. FIM also has the ability to manage group memberships, thereby controlling access to the Electoral Commission’s various departmental ICT resources. It ensures users are not inadvertently given access to the wrong (potentially sensitive) information.</p> <p>FIM also has a Self Service Password Reset (SSPR) component. The password reset feature allows end users to reset their own passwords from the Windows logon screen or from an extranet web page. This requires users to complete a registration process to verify their identities. The SSPR component had been tested and would be rolled out to the Electoral Commission’s users after the elections. This would significantly reduce the load on the ICT helpdesk personnel, who currently spend a lot of time resetting user passwords.</p>
Patch Management	<p>A centralised Patch Management solution was implemented to mitigate vulnerabilities and stabilise the environment with respect to especially third-party applications and software. The Patch Management solution not only provides a centralised point for managing patches and monitoring vulnerabilities, but also provides application whitelisting. The solution enforces corporate patch policies regardless of the endpoint platform or applications. The solution consequently optimises ICT operations and provides an improved security posture. Lumension is a Patch Management solution and was implemented to replace Microsoft’s Windows Server Update Services (WSUS) Patch Management solution. Where WSUS only enables patching of Microsoft products, Lumension handles the patching of third-party products, such as Adobe and Flash as well. Lumension provides the added benefit of a flexible patch download, scheduling and distribution abilities.</p> <p>Lumension also has an application whitelisting capability. This allows for the development of an approved list of software. Any software not on the approved list, such as malware, viruses, users’ personal software or pirated software, will not be allowed to run. The whitelisting component would be deployed after the elections.</p>

General ICT operations maintenance activities include the following:

- (a) performing daily system checks of servers, switches, storage area network devices and provincial uninterrupted power supplies in all environments to ensure all systems are available and stable before start of business;
- (b) ensuring that all systems are backed up according to the schedules set by the organisation and removing tapes off site on a weekly basis;
- (c) security monitoring of the ICT infrastructure, which includes virus attacks and operating system vulnerabilities and exploits;
- (d) monitoring all LAN and WAN activity on a daily basis to ensure the provision of high availability and adequate capacity;
- (e) assessing vulnerabilities of the infrastructure on a weekly basis and remediating potential weaknesses;
- (f) providing desktop support to the Electoral Commission's staff from a central location by using remote assistant tools;
- (g) maintenance and performance tuning of the email infrastructure, as well as ensuring high availability of user email;

- (h) monitoring and managing environmental controls of the data centre;
- (i) maintaining a disaster recovery site for all critical business systems;
- (j) monitoring and maintenance of the virtual environment; and
- (k) providing database administration and support services to ensure that data integrity across systems is retained and corporate data secured.

ICT operations maintenance activities include Security Information and Event Management (SIEM). This solution assists the ICT security team to consolidate the monitoring of security events from numerous disparate sources across the Electoral Commission's WAN and LAN into a centralised location. The centralised capability provides the ability to perform advanced aggregation, correlation, analysis, alerting and reporting of security events across network, application, database and server infrastructure. In addition, this centralised solution alleviates the costs and complexity involved in the development of monitoring capability separately for each event.

LINKING PERFORMANCE WITH BUDGETS

Table 31: Budget overview of programme

Programme name	2013/14			2012/13		
	Budget	Actual expenditure	(Over)/under expenditure	Budget	Actual expenditure	(Over)/under expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Corporate Services – consisting of human resources management, ICT, financial management, facilities management and legal services	868 948	886 481	-17 533	573 059	592 802	-19 743

3.5 Programme 5: Governance and International Liaison

Programme 5 includes the key activities of the commissioners, Commission services, Office of the CEO and internal audit and focuses on strengthening institutional governance by:

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

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

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

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

Table 32: Strategic objectives linked to Programme 5

Strategic Objective 5.1	Refining institutional governance arrangements (including the Commission's structures and committees).
Strategic Objective 5.2	Exercising oversight (monitoring, evaluation and support) by ensuring the implementation of the Electoral Commission's strategic goals and objectives, aligned with the corresponding budget allocation.
Strategic Objective 5.3	Exercising oversight (monitoring, evaluation and support) by providing assurance and value-adding oversight.

Table 33: Strategic objectives, performance indicators, planned targets and actual achievements

Programme 5: Governance and International Liaison							
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
5.1 Refining institutional governance arrangements (including the Commission's structures and committees).	5.1.1	Number of governance committees maintained in 2013/14	New indicator	6	6	-	-
	5.1.2	Number of governance committees meetings held per annum	New indicator	72	56	(16)	The workload of governance committees was not as high as anticipated.
	5.1.3	Number of annual reviews of the effectiveness of governance committees completed	New indicator	6	6	-	-
	5.1.4	Number of Commission meetings held per annum	New indicator	11	13	2	More meetings than planned were held to discuss plans for the 2014 elections.
5.2 Exercising oversight (monitoring, evaluation and support) by ensuring the implementation of the Electoral Commission's strategic goals and objectives, aligned with the corresponding budget allocation.	5.2.1	Number of quarterly reports per annum reviewed by the CEO	4	4	4	-	-
	5.2.2	Number of annual reports published and tabled in Parliament each year	1	1	1	-	-

Table 33: Strategic objectives, performance indicators, planned targets and actual achievements (continued)

Programme 5: Governance and International Liaison							
Strategic objective	Reference	Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
5.3 Exercising oversight (monitoring, evaluation and support) by providing assurance and value-adding oversight.	5.3.1	Number of risk-based annual internal audit plans approved by the Audit Committee each year	1	1	1	-	-
	5.3.2	Number of quarterly internal audit progress reports per annum prepared by the Chief Audit Executive and reviewed by the Audit Committee each year	4	4	4	-	-

COMMISSION SERVICES

In accordance with the Electoral Commission Act, Act No. 51 of 1996, the Commission may meet at any place in the Republic for purposes of performing its functions. To meet its obligations and in compliance with the principles and practices contained in the Code of and Report on Governance Principles for South Africa (King III), the Commission established the following six governance committees:

- (a) Finance, Risk and Compliance Committee
- (b) Human Resources Governance Committee
- (c) Elections Management Committee
- (d) Research, Knowledge Management and Publications Committee
- (e) Outreach, Communications and International Relations Committee
- (f) Governance and Ethics Committee

Each committee is chaired by a Commissioner and the purpose is to assist the Commission in carrying out its oversight responsibilities in respect of various operational areas in the organisation and also to ensure that it fulfils its obligations as outlined in the Constitution and other relevant legislation. Committee meetings are held once a month.

The number of Commission meetings held during this period exceeded the target by two meetings. This was due to elections-related issues that the Commission had to consider on an urgent basis.

OFFICE OF THE CEO

The annual report for the 2012/13 financial year was tabled in the National Assembly on 26 September 2013.

The Strategic Plan and 2015 Annual Performance Plan (APP) of the Electoral Commission was tabled in the National Assembly on 14 March 2014. The implementation of the APP was monitored regularly. To this end, the CEO reviewed reports on the performance against strategic objectives on a quarterly basis.

INTERNAL AUDIT

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve the Electoral Commission's operations. The objective of Internal Audit is to assist the Electoral Commission to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. To this end Internal Audit operated in terms of a mandate approved by the Audit Committee and endorsed by the Accounting Officer and the Commission. This mandate is consistent with the provisions of the PFMA and National Treasury's internal audit framework.

The Electoral Commission has adopted a co-sourced model for internal audit, where eight independent service providers are grouped into three consortia to execute audits across the country under the direction of the Chief Audit Executive based at the national office in Centurion. The Chief Audit Executive reports technically to the Audit Committee and administratively to the Accounting Officer who, during the year under review, approved two positions in the office of the Chief Audit Executive to constitute an in-house internal audit capacity.

Performance indicators and targets

During the period under review, the Electoral Commission's internal audit activity executed 97% of the audit assignments that were approved by the Audit Committee in the 2013/14 risk-based internal audit plan through the deployment of the co-sourced service providers at the Electoral Commission's national, provincial and selected municipal electoral offices. In addition, the internal audit activity completed 43 ad hoc assessments of agreed-upon primary tender review procedures. The implementation of the internal audit plan commenced after the appropriateness and timing of the audits, reviews and advisory services were discussed with and supported by the Accounting Officer.

Part B: Performance Information

In consultation with the Audit Committee, the Chief Audit Executive piloted the following strategic frameworks during the year under review:

- (a) strategic framework for optimising assurance to the Audit Committee, Accounting Officer and Commission
- (b) framework for developing a risk-based internal audit plan in the Electoral Commission
- (c) framework for assessing the control environment towards formulating and expressing internal audit opinions

The above frameworks have been updated with lessons learnt during the pilot phase and would be ready for implementation in the next financial year after agreeing on the controls rating scale that management will be determining towards Audit Committee and Commission approval in a combined assurance model.

In addition, the pilot for aspects of management audits and/or operational auditing were concluded at the provincial level, with audit effort still focused at the Regional Supervisor levels and fieldwork conducted at selected reporting local offices, while the overall provincial audit approach maintained a 60% compliance auditing focus.

Internal Audit successfully completed 97% of the planned audits in agreement with the approved plan. This excludes all ad-hoc assignments, but includes all national office departments, provincial, regional and local offices that were subject to an internal audit. The remainder of the audits are currently either in the completion phase and/or were approved for transfer to the ensuing audit cycle.

Below are tables (table 34, 35 and 36) summarising internal auditing concluded at the national, provincial and municipal offices.

Table 34: Summary of internal audits concluded at the national office

Audit area
Performance information
Audit of Predetermined Objectives
Risk management
Enterprise Risk Management Review
Organisational performance
Strategic Plan Review
Governance
Governance Committee Review
Financial audits
2013 Annual Financial Statements GRAP Review and Annual Report Compliance Review for Electoral Commission and Represented Political Parties Fund (RPPF)
Financial Policies and Standard Operating Procedures
Budget Review
Expenditure data analysis
Expenditure Review at national office
Financial Policies Review
Stock Verification Review
Supply Chain Management (SCM) (Probity Services)

Table 34: Summary of internal audits concluded at the national office (continued)

Audit area
Human resource management
Human Resources (HR) – Computer-assisted Audit Techniques (CAAT) Phase 1 Data Extraction
ESS Payroll Phase II CAAT Exception Clearing and 100% Staff Validation
Payroll and Remunerative Expenditure Review
Information technology
Budget Review Phase 2 - Module Application Control Review
SAP PAYE Configuration and Tax Table Review
IT Universe Risk Mapping
Data Management Review and CAAT Strategy
Payroll and Expenditure Analytics
Operations
Audit of Operations - Gauteng Pilot Project
Candidate Nomination Review
Out-of-country Registrations
General
National Office Follow Ups

Table 35: Summary of internal audits concluded at the provincial electoral offices

Provincial electoral offices		
Gauteng	Mpumalanga	Free State
Limpopo	Northern Cape	KwaZulu-Natal
North West	Eastern Cape	Western Cape

Table 36: Summary of internal audits concluded at the regional supervisor and the selected local offices in that region

Local office		
Eastern Cape	KwaZulu-Natal	Northern Cape
Buffalo City	eThekweni	Namakhoe
Nyandeni	Umzumbe	Khara Heis
Ndlambe	Hibiscus Coast	Thembelihle
Ntabankulu	Msunduzi	Emthanjeni
Great Kei	Mkhambathini	Hantam
NMA Metro	Ladysmith	Dikgatlong
Matatiele	Okhahlamba	Ga-Segonyana
Ngqwushwa	Nqutu	Joe Morolong
Camdeboo	Msinga	Sol Plaatjie
Sakhisizwe	Newcastle	Tsantsabane
Cradock (InxubaYethemba)	Dannhauser	North West
Emalahleni	eDumbe	Rustenburg

PART B: Performance Information

Table 36: Summary of internal audits concluded at the regional supervisor and the selected local offices in that region (continued)

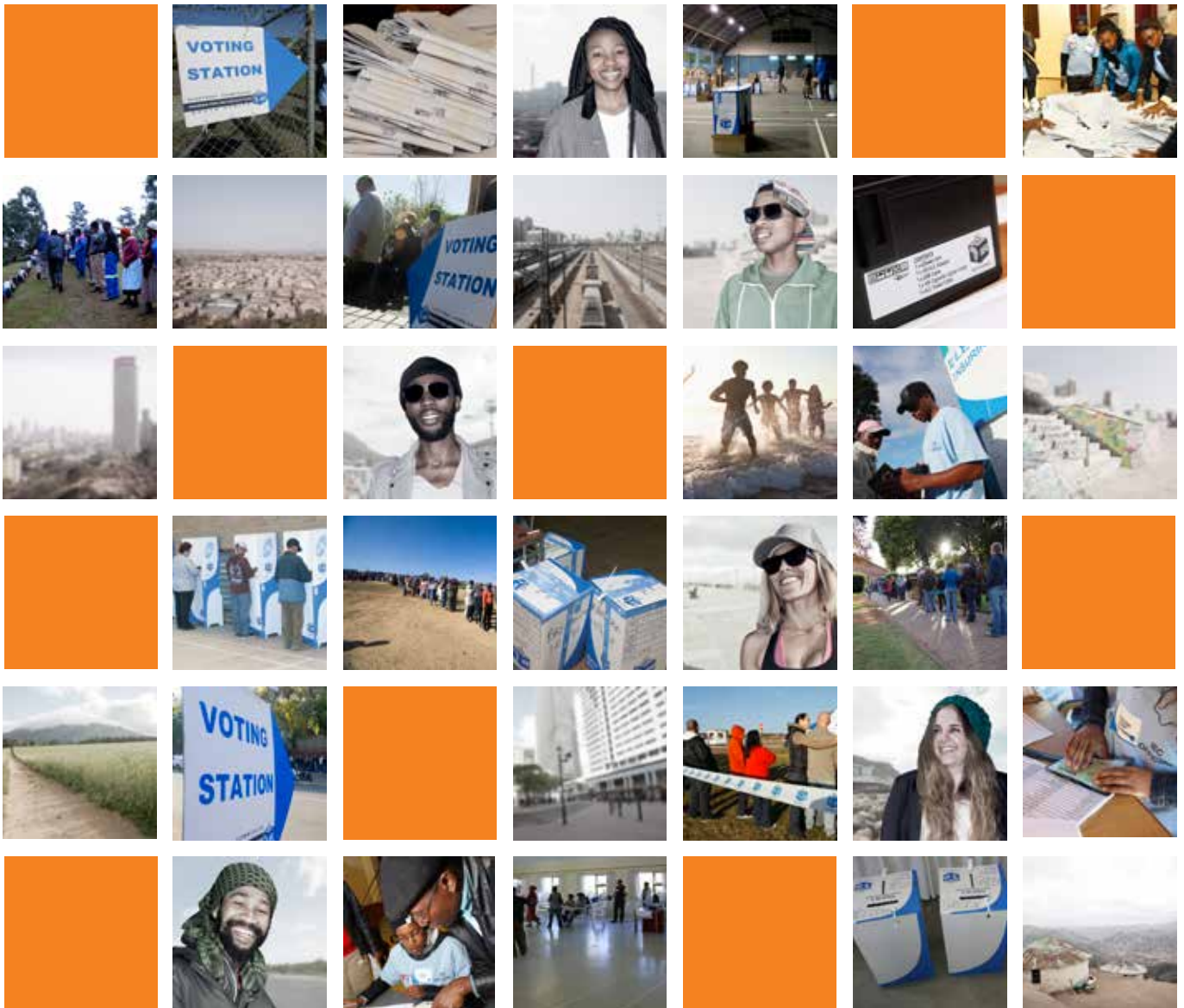
Local office		
Eastern Cape	KwaZulu-Natal	North West
Mhlontlo	Ulundi	Ratlou (Setlagole)
Mackear (Elundini)	Umhlabyalingana	Ganyesa/ Pomfret
Free State	Jozini	Ramotshere Moiloa (Zeerust)
Masilonyana	uMhlathuze	Moretele (Temba)
Matjhabeng	Nkandla	Moretele (Makapanstad)
Moqhaka	KwaDukuza	Greater Taung (Reivilo)
Ngwathe	Maphumulo	Naledi (Vryburg)
Dihlabeng	Umzimkhulu	Moses Kotane (Mogwase)
Maluti a Phofung	Ubuhlebezwe	Tswaing (Delareyville)
Mangaung	Limpopo	Mafikeng
Letsemeng	Lephalale (Ellisras)	Ditsobotla (Lichtenburg)
Kopanong	Mogalakwena [Potgietersrus]	Western Cape
Tokoloko	Greater Giyani (Giyani)	City of Cape Town (Mitchell's Plain)
Gauteng	Mutale (Mutale-Masisi)	Cederberg (Citrusdal/Clanwilliam)
Ekurhuleni	Mookgopong (Naboomspruit)	Bergriver (Piketberg)
City of Johannesburg	Greater Letaba (Duiwelskloof)	Witzenberg (Ceres)
Tshwane Metro	Mpumalanga	Drakenstein (Paarl)
Mogale City	Emalahleni	Overstrand (Hermanus)
Randfontein	Lekwa	Swellendam (Barrydale)
Westonaria	Mbombela	George
Merafong City	Msukalegwa	Bitou (Plettenberg Bay)
Emfuleni	Nkomazi	Oudtshoorn
Midvaal	Pixley Ka Seme	Prince Albert
Lesedi	Mkondo	
	Albert Luthuli	
	Thaba Chweu	

LINKING PERFORMANCE WITH BUDGETS

Table 37: Overview of programme budget

Programme name	2013/14			2012/13		
	Budget	Actual expenditure	(Over)/under expenditure	Budget	Actual expenditure	(Over)/under expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Commission services, Office of the CEO, including internal audit	42 615	18 083	24 532	18 067	16 821	1 246

Part C: Governance



1. Introduction

Corporate governance embodies processes and systems by which institutions are directed, controlled and held to account.

The Electoral Commission is established in terms of Chapter 9 of the Constitution and in terms of the Electoral Commission Act, Act No. 51 of 1996. In addition to legislative requirements based on the Electoral Commission Act, Act No. 51 of 1996, corporate governance with regard to the Electoral Commission is applied through the prescripts of the PFMA. The Electoral Commission reports to the National Assembly

Parliament, the Executive Authority and the commissioners of the Electoral Commission are responsible for corporate governance.

2. Portfolio committees

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

On 16 April 2013, the Electoral Commission briefed the Portfolio Committee on its Strategic Plan and APP. The Electoral Commission's 2012/13 annual report was tabled in the National Assembly on 26 September 2013 and the Commission subsequently briefed the Portfolio Committee on the report. The Commission adopted a strategic plan and annual performance plan for the 2014/15 financial year. Both plans were tabled in the National Assembly on 13 March 2014.

On 11 March 2014, the Electoral Commission briefed the Portfolio Committee on Home Affairs on its readiness for the 2014 national and provincial elections.

3. 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). These reports are discussed at meetings of the Commission, as well as Electoral Commission plenaries. Issues raised at these meetings are considered when implementing plans for the remainder of the year.

4. The Commission

The Electoral Commission is established in terms of section 3 of the Electoral Commission Act, Act No. 51 of 1996. Members of the Commission are appointed for a term of seven years. The current members of the Commission are set out below.

Table 38: Members of the Commission

Name	Date appointed	Number of Commission meetings attended
Adv P Tlakula	4 November 2011	12
Mr T Tselane	4 November 2011	13
Rev B Finca	4 November 2011	13
Ms R Taljaard	4 November 2011	13
Judge G Makhanya	10 May 2011	11

The Commission appoints the CEO. It also adopts the strategic plan, monitors and oversees its implementation, and annually reports to the National Assembly.

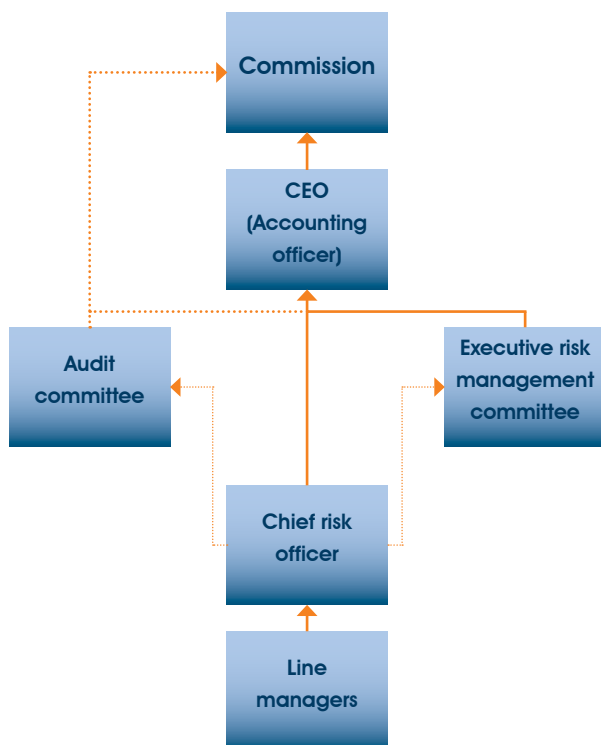
The Commission has established a Governance and Ethics Committee, which is in the process of developing a charter for adoption by the Commission. The Commission has established a number of other committees to advise it on the execution of its duties (see table 39).

Table 39: Committees of the Commission

Committee	Chairperson
Elections Management	Adv P Tlakula
Finance, Risk and Compliance	Mr T Tselane
Governance and Ethics	Adv P Tlakula
Human Resources Governance	Mr T Tselane
Outreach, Communications and International Relations	Rev B Finca
Research, Knowledge Management and Publications	Ms R Taljaard

5. Risk management

Risks are considered at least quarterly at the ERMCM meetings. Should a significant risk event occur between ERMCM meetings it will be considered at an Executive Committee meeting, which takes place weekly. The strategic risk register is considered and updated at the ERMCM meetings. The ERMCM also considers the risk impacts of all internal and external audit reports as part of its standing agenda. The risk management reporting structure is set out below.

**Figure 5: Risk management reporting structure**

Minutes and reports from the ERMCM are submitted to the Audit Committee for consideration, and Internal Audit periodically reviews the risk management policy, the framework and the implementation thereof.

A post of Chief Risk and Legal Compliance Officer has been established, but is yet to be filled pending consideration by the Commission of proposals regarding the structure of the Risk Management Unit.

During the 2013/14 financial year, the Risk Management Policy and Risk Management Framework were reviewed. No amendments were made.

The Commission approved a business continuity policy and a template for a business continuity plan. It was anticipated that the business continuity plan would be finalised in the next financial year.

6. Compliance with laws and regulations

A detailed review of all procurement processes and documentation was undertaken in the 2011/12 financial year and the process of monitoring the legislative environment continues.

The Electoral Commission has a fully functional compliance unit and all procurement transactions are reviewed to ensure compliance with the relevant prescripts.

Work has begun on developing a comprehensive set of compliance checklists, beginning with the PFMA. This will continue to be a key focus of the Compliance Unit in 2014/15, as these checklists are expanded to ensure that all relevant legislation is addressed.

7. Fraud and corruption

The Fraud Prevention Policy was reviewed during 2013/14 and a revised draft is under consideration for approval. In addition, the Fraud Prevention Strategy was reviewed and revised, and is awaiting approval.

Key elements in the fraud prevention implementation plan include the drafting of standard operating procedures and a communications campaign to reinforce the Electoral Commission's zero-tolerance in terms of fraud and corruption.

An anonymous fax line to report suspected fraud and corruption is available at the Electoral Commission. No faxes were received in 2013/14. Any reported incidents, or incidents that come to the attention of management through other means, are investigated and the appropriate action is taken, either disciplinary, criminal or both.

During the course of the year, 14 suspicious Broad-based Black Economic Empowerment (B-BBEE) certificates that were submitted by vendors were identified and these were reported to National Treasury. Moreover, vendors who charged value-added tax (VAT) and did not appear to be registered to charge VAT were reported to National Treasury and the South African Revenue Service (SARS).

8. Minimising conflict of interest

The Electoral Commission recognises that conflicts extend beyond procurement matters, and the Commission has drafted a conflict of interest policy that addresses the broader issues. The need to be aware of potential conflicts and how to address these is reinforced at quarterly financial management workshops.

9. Code of conduct

The Electoral Commission has a code of conduct, which is contained in its Employee Policy Manual. Section 9 of the Electoral Commission Act, Act No. 51 of 1996, contains a code for Commissioners. Both codes are currently in the process of being reviewed by the Governance and Ethics Committee for recommendations to be made to the Commission.

10. Health safety and environmental issues

The Occupational Health and Safety Act, Act No. 85 of 1993, was adhered to and no contraventions were reported. An evacuation drill for the national office was performed during December 2013.

The Electoral Commission has established a Health and Safety Committee for its national office, in accordance with the requirements of the Occupational Health and Safety Act, Act No. 85 of 1993. During the period under review, this committee met four times to carry out its functions in terms of the Act. Two fatalities were reported and they were both because of motor vehicle accidents while staff were on duty.

11. Social responsibility

The Commission has established a Governance and Ethics Committee, which is in the process of developing a policy on social responsibility. Currently, employees of the Electoral Commission are encouraged to participate in various initiatives to contribute to social upliftment and time is allowed for this. Direct financial contributions are regulated by the PFMA.

12. Internal control

The system of internal control at the Electoral Commission is well established and operates efficiently and effectively. Workflow controls embedded within the SAP system ensure that adequate levels of authorisation within the approved delegations are in place for each transaction and assist in ensuring that segregation of duties is maintained. A process of continuous review and improvement is in place. Standard operating procedures have been drafted and are updated when necessary.

Findings from internal and external audit reports are tracked and the relevant process improvements are implemented in terms of the agreed time frames.

A combined assurance framework has been drafted and is in the approval process.

13. Internal audit and audit committee

The Chief Audit Executive of the Electoral Commission is responsible for directing the internal audit activity function and reports technically to the statutory Audit Committee and administratively to the CEO. The Audit Committee is part of the governance structure of the Electoral Commission and is responsible for statutory oversight. One of the key objectives of the Audit Committee is to ensure

that the Accounting Officer, assisted by his executive management team and other officials, has:

- (a) developed and maintained an effective governance, control, risk management and audit enabling environment;
- (b) demonstrated, through actions and reactions, the necessary respect for the structures of internal control that have been set up in the Electoral Commission according to the Executive Authority's tone.

To this end, the Audit Committee subscribes to the principles of combined assurance in order to effectively discharge its oversight responsibilities with regard to the following areas, among others:

- (a) safeguarding of assets;
- (b) effective operation of processes and controls;
- (c) quality of in-year reporting;
- (d) adherence to policies, legal and regulatory provisions;
- (e) achievement of predetermined objectives;
- (f) integrity and timelines of financial information including the annual financial statements; and
- (g) compliance of the annual report with statutory requirements in a user-friendly manner.

The Audit Committee consists of four members listed hereunder and meets at least twice per annum as per its approved terms of reference (charter). During the current financial year, six meetings were held, as indicated in the table below.

Table 40: 2013/14 meetings of the audit committee

Name of member (all external)	Qualifications	Date appointed	Attended	Apologies	Total attended
Mr JFJ Scheepers (Chairperson)	CA(SA)	February 2005	6	0	6
Ms K Rapoo	Executive Development Programme – GIBS; Advanced Project Management	February 2010	3	3	3
Ms CH Wessels	LLM	February 2010	3	3	3
Mr JM Lekgetha	BCom	April 2011	4	2	4

Table 41: Audit Committee members

Name of member	3 December 2013	25 September 2013	25 July 2013	2 July 2013	23 May 2013	15 April 2013
Mr JFJ Scheepers (Chairperson)	✓	✓	✓	✓	✓	✓
Ms K Rapoo	✓	x	✓	x	✓	x
Ms CH Wessels	Maternity leave		x	✓	✓	✓
Mr JM Lekgetha (contract expires 1 April 2014)	✓	✓	x	✓	x	✓

The meetings of the Audit Committee were attended by Internal Audit, officials of the Office of the Auditor-General, the CEO and members of his top management team, which includes the Chief Financial Officer. Two of the members of the Commission have standing invitations to attend the Audit Committee's meetings.

During 2011/12, the Internal Audit Department, under direction of the Audit Committee, embarked on a three-year approach to enhance the independent assurance services regarding the effectiveness of risk management, control and governance practices, as envisaged in Treasury Regulations 3.2.10, 3.2.11 and 3.2.12 to the Audit Committee, the CEO and the Commission, while spawning value-realising opportunities for responsibility managers. This road map was designed to coincide with the contract period of the following service providers that will be ending in November 2014:

- (a) KPMG Consortium, consisting of KPMG Services (Pty) Ltd, SAB&T BIG, Afripeak Management Services (Pty) Ltd and Indeyebo Consulting
- (b) Sekela Consulting/Matasis Consulting (Consortium)
- (c) SAB&T Chartered Accountants/Nkonki Incorporated (Consortium)

During the period under review, the incremental focus on operational auditing towards reviewing the core electoral business practices and making informed assessments regarding the adequacy of systems of control was aimed at ensuring effective and efficient service delivery. This culminated in a 60:40 internal audit focus

on compliance vs operational aspects at the national, provincial and local levels of the Electoral Commission. Some 37 of the 41 of the audit projects approved in the audit plan for the period under review were completed, while four projects were reserved for approval to be included in the next cycle's audit plan.

Capacity in the office of the Chief Audit Executive was increased in June 2013 through the addition of a Deputy Manager: Internal and Performance Audit. This post focuses on quality assurance, information technology and data analytics. An additional post for an Assistant Administrative Officer: Internal and Performance Audit is in the process of being filled.

The Internal and Performance Audit Department implemented the Audit Command Language data analytics software to perform CAAT in a staggered approach towards continuous auditing in the ensuing years.

The Institute of Internal Auditors submitted its final report on the external quality assessment of the internal audit function at the Electoral Commission and expressed an opinion of general conformance. The Chief Audit Executive, the Audit Committee and the CEO have provided responses towards bringing necessary improvements to increase the value proposition of the internal audit function with the accompanying commitment from management to realise that value and further enhance the processes of risk management, operational governance and internal control in 2014/15.

14. Audit committee report

The Committee is pleased to present its report for the financial year that ended on 31 March 2014.

COMMITTEE RESPONSIBILITY

The Committee hereby reports that it has complied with its responsibilities arising from Treasury Regulations issued in terms of the PFMA as amended, and particularly those arising from section 38(1)(a) of the PFMA and Treasury Regulation 3.1.13.

The Committee also confirms that it has adopted appropriate formal terms of reference contained in its charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein within the time frames agreed in its annual work plan.

THE EFFECTIVENESS OF INTERNAL CONTROL

In line with the PFMA and principles of good governance, Internal Audit provides the Audit Committee with assurance that the internal controls are appropriate and effective in relation to the focus areas reviewed.

During the year under review, Internal Audit performed work at all levels of the Electoral Commission in various focus areas, including human resources, GRAP reviews of financial statements, the reliability and integrity of information included in the annual report, risk management processes, selected information systems, a CAAT analysis of expenditure patterns, an audit of core business operations and follow-up reviews. The following were areas of concern:

- (a) there was a significant number of findings related to internal controls that are adequate, but ineffective;
- (b) improvements are required in risk management and ICT governance; and

- (c) the system for the collection and reporting of performance information needs improvement within the structure of adequate standard operating procedures.

The Committee is satisfied that a register of audit findings in respect of instances of deficiencies in and/or non-compliance with key operational, governance and policy responsibilities and prescribed policies and procedures reported in the various reports of the internal and external auditors have been implemented and are being monitored on a continuous basis to ensure implementation of corrective actions. An updated progress report is submitted to each Committee meeting.

The Chief Audit Executive submitted quarterly assurance reports on internal audit findings in respect of audits performed by the co-sourced internal audit activity in line with the risk-based internal audit plan as approved by the Committee for the period under review.

With regard to the internal audit-enabling environment and the relationship between management and internal audit, the Committee has taken and continues to take steps to address this critical matter to ensure the optimal operation of this aspect to achieve high standards of internal control, thereby providing assurance to the country as a whole that the Electoral Commission's operations are above reproach.

The Institute of Internal Auditors South Africa (IIA SA) was engaged to conduct a quality assessment of the Electoral Commission's internal audit activity and the final report confirmed general conformance. The Chief Audit Executive, Audit Committee and CEO have considered their recommendations and will prioritise implementation in 2014/15.

IN-YEAR MANAGEMENT AND QUARTERLY REPORTS

Quarterly performance reports were tabled at Committee meetings and the Committee has received confirmation that monthly expenditure reports are submitted to the Executive Authority.

EVALUATION OF FINANCIAL STATEMENTS

The Committee reviewed and discussed the audited annual financial statements with the Accounting Officer and the Auditor-General and recommended the adoption thereof.

AUDITOR'S REPORT

The Committee reviewed the scope and audit approach of the Auditor-General as contained in its audit plan for the year under review and has since reviewed the subsequent management letter and the response of management thereto.

The Committee also noted from the Auditor-General's Audit Report on the annual financial statements and

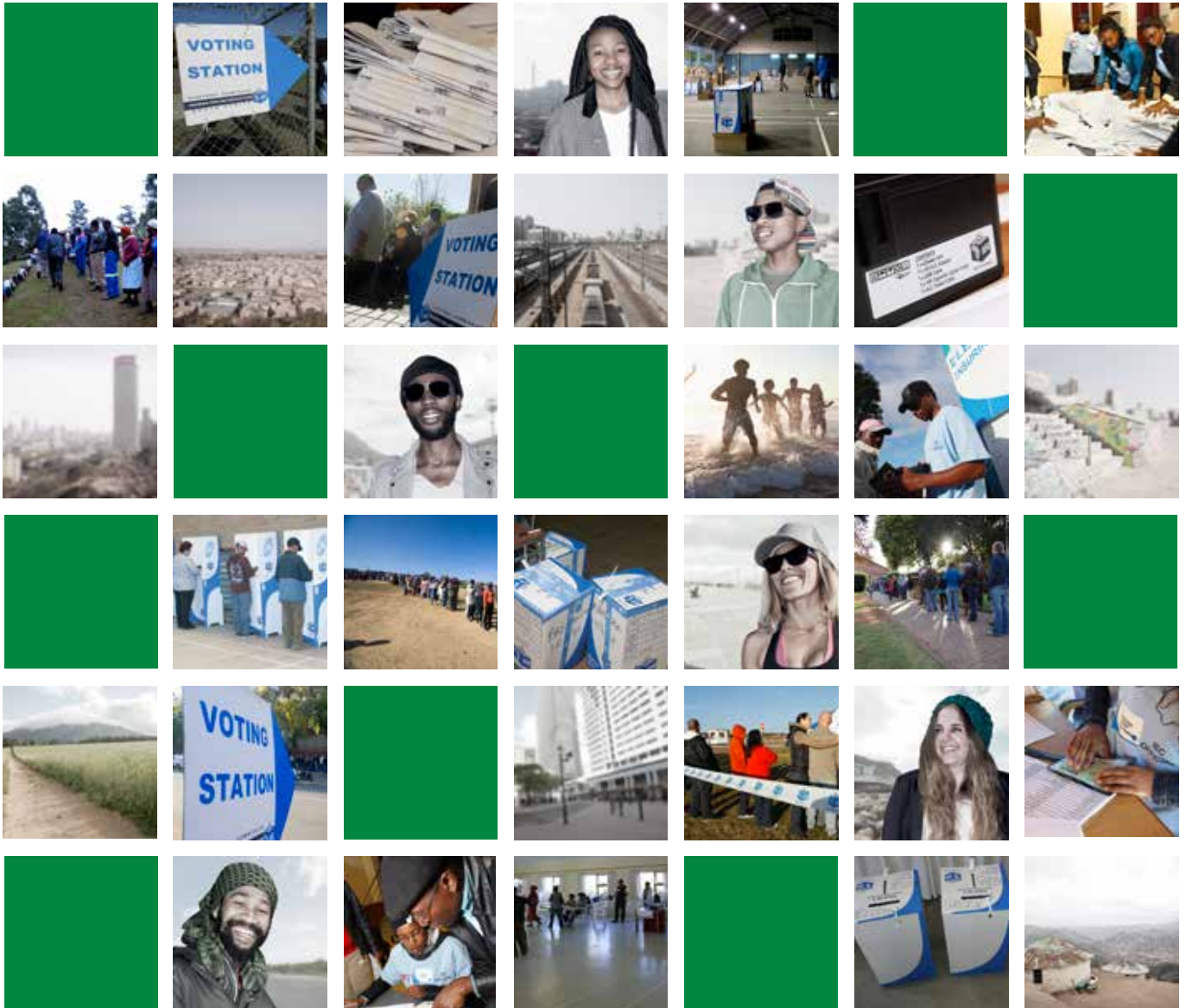
the management letter that, while no material non-compliance with legal and regulatory provisions have been reported for the period ending 31 March 2014, review processes for schedules supporting the annual financial statements and the annual performance report must be improved. Hence, Committee oversight in this regard will be enhanced.

The Audit Committee concurs and accepts the Auditor-General's conclusions on the annual financial statements.



JFJ Scheepers
Chairperson of the Audit Committee
30 July 2014

Part D: Human Resources Management



1. Introduction

At the beginning of the period under review, the Commission had a total staff complement of 928 positions with 796 filled positions and 132 vacant positions. By the end of the financial year, 106 new posts had been created and three posts had been abolished to increase the staff complement to a total of 1 031 positions, of which 934 posts were filled and 97 posts were vacant. Compared to the previous year, the staff turnover was much lower in this financial year with most of the terminations occurring as a result of resignation (10) and deaths (5).

As agreed by the National Negotiating Forum (NNF), a process to collectively review the recognition agreement that governs the relationship between the Commission and the recognised trade union commenced. This process is still to be concluded.

Five (62.6%) of the eight cases that were referred to the Commission for Conciliation, Mediation and Arbitration (CCMA) by employees and former employees were ruled in favour of the Electoral Commission with three (37.5%) still pending.

The employment equity report was compiled and submitted to the Department of Labour in January 2014. The Employment Equity Committee (EEC) developed a new five-year plan that was approved and progress on the implementation is monitored regularly.

The training and development of electoral staff members was a priority in this financial year, as the institution was

preparing for the voter registration and 2014 national and provincial elections. All the training material for the registration and elections was finalised on time for the various boot camps targeted at trainers and training sessions of electoral staff.

In the quest to strengthen the training of election officials, the master trainers across the country were trained during the national boot camp, which was held in November 2014. Subsequently, all the provincial and local trainers were trained during the provincial boot camps held in the fourth quarter of the reporting period.

Some 46 251 electoral staff were trained in the reporting period for both registration and election preparations. The remainder of the voting station staff would be trained in April 2014. It is always ideal to train this team closer to the event, but the provinces with the highest number of voting stations and staff commenced with their training in the beginning of March 2014.

2. Human resources oversight statistics

Expenditure on remuneration

During the reporting period, the Electoral Commission implemented inflationary increases for all of its employees in April 2013.

A summary of expenditure on remuneration during the financial year under review is illustrated in table 42.

Table 42: Personnel cost according to salary band

Level	Personnel expenditure (R'000)	Percentage of personnel expenditure to total personnel cost (R'000)	Number of employees	Average personnel cost per employee (R'000)
Commissioners and top management	18 843	3%	10	1 884
Senior management	52 210	9%	39	1 339
Middle management	90 223	16%	128	705
Professionals	252 478	44%	637	396
Skilled	8 593	2%	53	162
Semi-skilled	118 752	21%	6 116	20
Very low skilled	30 610	5%	974	31
Total	571 709	100%	7 957*	4 537

*Included in the total of 7 957 employees is 7 015 casual and fixed-term staff.

Table 43: Expenditure on staff development and training in the reporting period

Directorate/business unit	Personnel expenditure (R'000)	Training expenditure (R'000)	Training expenditure as percentage of personnel cost	Number of employees trained	Average training cost per employee
Staff Development and Training	571 709	50 278	8.8%	48 811	1 030

In line with its aim to “implement performance management for the organisation”, the Electoral Commission set goals and entered into performance agreements with its employees by the end of April 2013. The performance moderation was held for the 2012/13 performance cycle. The main purpose of this session was to ensure compliance with the performance management policy and its consistent application across the organisation.

The Commission approved the addition of 106 posts and abolished three posts. The establishment currently consists of 1 031 permanent posts. The additional posts mainly consist of ones established to address the administrative support needs at regional level and in warehouses.

Part D: Human Resources Management

Table 44: Employment and vacancies according to rank

Programme	2012/13 Number of employees	2013/14 approved posts	2013/14 Number of employees	2013/14 Vacancies	Percentage of total vacancies
Top management	3	4	4	0	0.0%
Senior management	39	44	40	4	4.1%
Professional qualified	673	844	762	82	84.5%
Skilled	10	63	53	10	10.3%
Semi-skilled	14	20	19	1	1.0%
Unskilled	57	56	56	0	0.0%
Total	796	1031	934	97	100%

Table 45: Employment and vacancies by structure

Component	Rank	Approved posts	Posts filled	Vacant posts
Office of the CEO	CEO	1	1	0
	Manager	2	2	0
	Deputy Manager	1	1	0
	Senior Admin Officer	1	1	0
	Assistant Admin Officer	1	0	1
Commission Services	Manager	1	1	0
	Senior Admin Officer	3	3	0
	Housekeeper	1	1	0
DCEO Corporate Services	DCEO	1	1	0
	Senior Admin Officer	1	1	0
IT Operations	Senior Manager	1	1	0
	Manager	2	2	0
	Deputy Manager	8	2	6
	Assistant Manager	10	3	7
	Senior Admin Officer	4	0	4
	Admin Officer	5	5	0
	Assistant Admin Officer	1	0	1
	Senior Administrative Clerk	1	1	0
Chief Financial Officer	Senior Manager	2	0	2
	Manager	3	3	0
	Deputy Manager	4	2	2
	Assistant Manager	3	2	1
	Senior Admin Officer	8	7	1
	Admin Officer	20	15	5
	Assistant Admin Officer	2	2	0

Table 45: Employment and vacancies by structure (continued)

Component	Rank	Approved posts	Posts filled	Vacant posts
HR, Training, Skills Development and Support Services	Senior Manager	1	1	0
	Manager	3	3	0
	Deputy Manager	6	6	0
	Assistant Manager	4	2	2
	Senior Admin Officer	4	3	1
	Admin Officer	5	3	2
	Assistant Admin Officer	6	6	0
	Senior/Admin Clerk	5	4	1
	Messenger/Driver	10	9	1
Legal Services	Senior Manager	1	0	1
	Manager	1	1	0
	Deputy Manager	1	0	1
	Assistant Admin Officer	1	1	0
DCEO Electoral Matters	DCEO	1	1	0
	Senior Admin Officer	1	1	0
Logistics and Infrastructure	Senior Manager	1	1	0
	Manager	2	2	0
	Deputy Manager	2	2	0
	Assistant Manager	2	2	0
	Senior Admin Officer	2	2	0
	Assistant Admin Officer	2	2	0
Electoral Matters	Senior Manager	1	1	0
	Manager	2	2	0
	Deputy Manager	1	1	0
	Assistant Manager	2	1	1
	Senior Admin Officer	2	2	0
	Assistant Admin Officer	2	1	1
DCEO Outreach	DCEO	1	1	0
	Senior Admin Officer	1	1	0
Communication	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	1	0	1
	Senior Admin Officer	1	1	0
	Admin Officer	1	1	0
	Assistant Admin Officer	1	1	0
Civic Education, Research and Knowledge Management	Senior Manager	1	1	0
	Manager	1	0	1
	Deputy Manager	2	2	0
	Assistant Manager	1	1	0
	Senior Admin Officer	1	0	1
	Administrative Officer	2	2	0
	Assistant Admin Officer	1	0	1
	Clerk/Photocopy Operator	4	3	1

Part D: Human Resources Management

Table 45: Employment and vacancies by structure (continued)

Component	Rank	Approved posts	Posts filled	Vacant posts
Provincial electoral staff: Limpopo	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	8	8	0
	Senior Admin Officer	15	15	0
	Admin Officer	2	2	0
	Assistant Admin Officer	1	1	0
	Messenger/Cleaner	1	1	0
	Senior Admin Clerk	5	4	1
	Electoral Project Coordinator	60	59	1
Provincial electoral staff: Free State	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	9	7	2
	Senior Admin Officer	12	12	0
	Admin Officer	2	2	0
	Assistant Admin Officer	1	1	0
	Messenger/Cleaner	1	1	0
	Senior Admin Clerk	5	3	2
	Electoral Project Coordinator	28	27	1
Provincial electoral staff: Mpumalanga	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	7	7	0
	Senior Admin Officer	10	9	1
	Admin Officer	2	1	1
	Assistant Admin Officer	1	1	0
	Messenger/Cleaner/Driver	1	1	0
	Senior Admin Clerk	3	3	0
	Electoral Project Coordinator	39	37	2
Provincial electoral staff: North West	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	8	7	1
	Senior Admin Officer	9	8	1
	Admin Officer	2	2	0
	Assistant Admin Officer	1	1	0
	Messenger/Cleaner/Driver	1	1	0
	Senior Admin Clerk	4	2	2
	Electoral Project Coordinator	38	33	5
	Cleaner	17	17	0

Table 45: Employment and vacancies by structure (continued)

Component	Rank	Approved posts	Posts filled	Vacant posts
Provincial electoral staff: Northern Cape	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	9	8	1
	Senior Admin Officer	10	10	0
	Admin Officer	2	2	0
	Assistant Admin Officer	1	1	0
	Messenger/Cleaner/Driver	1	1	0
	Senior Admin Clerk	5	5	0
	Electoral Project Coordinator	31	31	0
Provincial electoral staff: KwaZulu-Natal	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	16	16	0
	Senior Admin Officer	21	19	2
	Admin Officer	3	2	1
	Assistant Admin Officer	2	2	0
	Messenger/Cleaner	1	1	0
	Senior Admin Clerk	11	11	0
	Electoral Project Coordinator	92	88	4
Provincial electoral staff: Eastern Cape	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	4	4	0
	Assistant Manager	11	11	0
	Senior Admin Officer	26	24	2
	Admin Officer	3	3	0
	Assistant Admin Officer	2	2	0
	Messenger/Cleaner/Driver	2	2	0
	Senior Admin Clerk	7	6	1
	Electoral Project Coordinator	87	77	10
	Cleaner	33	33	0
Provincial electoral staff: Western Cape	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	10	10	0
	Senior Admin Officer	12	10	2
	Admin Officer	2	2	0
	Assistant Admin Officer	1	1	0
	Messenger/Cleaner	1	1	0
	Senior Admin Clerk	6	6	0
	Electoral Project Coordinator	38	34	4

Table 45: Employment and vacancies by structure (continued)

Component	Rank	Approved posts	Posts filled	Vacant posts
Provincial electoral staff: Gauteng	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	8	8	0
	Senior Admin Officer	15	14	1
	Admin Officer	3	3	0
	Assistant Admin Officer	1	1	0
	Messenger/Cleaner/Driver	1	1	0
	Senior Admin Clerk	7	5	2
	Electoral Project Coordinator	38	37	1
	Cleaner	5	5	0
Total		1 031	934	97

Employment changes

The staff turnover for the Electoral Commission was approximately 1.93% during the financial year. Most of this could be attributed to terminations from the provincial and municipal level offices due to better job and salary opportunities. The trends relating to resignations are illustrated below. All positions that became vacant as a result of terminations or promotions were advertised. However, when an internal candidate was appointed in an existing vacancy, another vacancy was created, which perpetuated the cycle.

In terms of the performance targets set with regard to "reduction of the vacancy rate", 934 positions were filled at the end of March 2014, leaving 97 vacant positions as illustrated in the table below. The Electoral Commission appointed 158 new employees and promoted 34 employees, while there were 18 terminations as a result of resignations, dismissals, permanent disabilities, retirements or deaths during the period under review.

Table 46: Staff movement during the period under review

Salary band	Employment at beginning of period	Appointments	Promotions	Demotions	Terminations	Employment at end of the period
Top management	3	1	0	0	1	4
Senior management	39	1	2	0	0	40
Professional qualified	673	105	29	4	15	762
Skilled	10	45	3	0	0	53
Semi-skilled	14	5	0	0	1	19
Unskilled	57	0	0	0	1	56
Total	796	157	34	4	18	934

Table 47: Reasons for staff leaving

Reason	Number	Percentage of total number of staff leaving
Death	5	27.8%
Resignation	10	55.6%
Dismissal	0	0.0%
Retirement	2	11.1%
Ill health	1	5.6%
Expiry of contract	0	0.0%
Other	0	0.0%
Total	18	100.0%

Table 48: Staff movement according to rank

	Recruited	Promoted	Demoted	Termination
CEO/DCEO/Senior Manager	1	1	0	1
Manager	1	1	0	0
Deputy Manager	2	1	0	0
Assistant Manager	3	2	0	4
Senior Administrative Officer	27	3	3	2
Administrative Officer	72	21	0	9
Assistant Administrative Officer	1	2	1	0
Senior/Administrative Clerk	45	2	0	0
Messenger/Housekeeper/Driver	5	1	0	1
Cleaners	0	0	0	1
Total	157	34	4	18

Table 49: Staff resignations and terminations for 2011/12–2013/14

Year	Number of resignations	Percentage
2011/12	11	1.36%
2012/13	18	1.94%
2013/14	10	0.97%

Wellness support, injury, illness and death

The Electoral Commission provided professional support and assisted employees with their wellbeing and safety through its wellness programmes. A number of awareness sessions on various wellness topics were conducted during the reporting period, as indicated below.

Table 50: Wellness awareness sessions during the period under review

Year	Number of sessions
2011/12	7
2012/13	18
2013/14	7

Part D: Human Resources Management

The average number of days' sick leave taken and the inherent costs are reflected below, together with the comparative figures for the previous two financial years.

Table 51: Sick leave absenteeism for 2011/12–2013/14

Year	Total number of sick leave days taken	Estimated cost	Number of employees who took 15 consecutive days
2011/12	4 082 days	R4 635 784.24	88
2012/13	3 261 days	R4 520 868.80	18
2013/14	2 870 days	R4 103 091.52	11

Table 52: Average sick leave taken according to rank

Rank	Days
DCEO	3
Senior Manager	3.5
Manager	3.11
Deputy Manager	4.05
Assistant Manager	6.04
Senior Administrative Officer	6.75
Administrative Officer	6.94
Assistant Administrative Officer	8.35
Senior/Administration Clerk	6.57
Messenger/Housekeeper/Driver	8.00
Cleaner	6.25

In total, four incidents of injury while on duty or in the working environment were reported to the Compensation Commissioner in terms of the Compensation for Occupation Injuries and Diseases Amendment Act, Act No. 61 of 1997.

The Commission was also sad to lose five colleagues during the year due to death.

Table 53: Employee deaths during the period under review

Office	Name	Date of death
North West	Barbara Mnyele	25 June 2013
Northern Cape	Keikanetswe Florence Moletsane	12 July 2013
Free State	Constance Nkotoane	7 August 2013
KwaZulu-Natal	Freedom Hlatshwayo	14 October 2013
Gauteng	Jafta Lebeko	24 March 2014

Table 54: Average age of the deceased for 2011/12–2013/14

Year	Number of deaths	Average age at death
2011/12	7	43.8
2012/13	6	46.8
2013/14	5	40.62

Labour Relations: Misconduct and disciplinary action

The existing collective agreement entered into with the National Education and Allied Workers Union (NEHAWU) in 2007 is under review.

Formal disciplinary actions were taken against 11 employees for contravening financial directives, prejudicing the administration and/or misconduct. During the period under review, five cases were finalised, while six formal cases were still pending finalisation.

During the year under review, eight cases were referred to the CCMA by employees and the representative union of the Electoral Commission for various reasons. Five of the cases were determined in favour of the Electoral Commission, while three cases are pending finalisation. The nature of disputes lodged with the CCMA during the reporting period is indicated in the table below.

Table 55: CCMA disputes

Nature of dispute	Number of cases
Section 186(1)(a): Termination of contract with or without notice	2
Section 186(1)(e): Unfair dismissal – constructive dismissal	1
Section 186(2)(a): Unfair conduct – promotion/demotion/probation/training/benefits	2
Section 64 (1) 134: Matters of mutual interest (trade union collective)	1
Section 191(5)(a)(iii): Reason for dismissal not known	1
Chapter II: Unfair discrimination	1
Total	8

The trend of matters referred to the CCMA by employees for reasons of financial misconduct, misconduct, fraud and other general disputes against the Electoral Commission over the last three comparative financial years is illustrated in the table below.

Table 56: Disputes referred to the CCMA for 2011/12–2013/14

Referred	
2010/11	11
2011/12	4
2012/13	6
2013/14	8

Employment equity

The Electoral Commission committed itself to complying with the Employment Equity Act, Act No. 55 of 1998. In this regard, vacancies are filled as far as possible in accordance with the numerical targets. The EEC met twice during this period and the required employment equity report was submitted to the Department of Labour in January 2014. While endeavouring to meet the numerical goals as indicated below, the Electoral Commission is simultaneously engaged in a process of addressing the identified barriers (such as policy maintenance and alignment) in meeting the non-numerical

Part D: Human Resources Management

goals). The Electoral Commission has amended its employment equity plan for the next five years and is in the process of implementation in terms of newly developed targets and goals based on the increased number of employees.

Table 57: Employment equity targets among males for the period under review

Levels	Male							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top management	2	2	0	0	0	0	0	1
Senior management	11	10	6	6	3	3	4	4
Professional qualified	299	58	32	7	10	3	11	4
Skilled	16	414	1	47	1	7	1	14
Semi-skilled	8	11	1	3	0	0	0	0
Unskilled	0	2	0	0	0	0	0	0
Total	336	497	40	63	14	13	16	23

Table 58: Employment equity targets among females for the period under review

Levels	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top management	1	1	0	0	0	0	1	0
Senior management	9	10	2	3	1	1	4	5
Professional qualified	320	34	41	5	7	3	42	14
Skilled	27	406	6	63	1	5	0	33
Semi-skilled	10	11	0	1	0	0	0	0
Unskilled	54	53	2	1	0	0	0	0
Total	421	515	51	73	9	9	47	52

Table 59: Employment equity targets among disabled staff for the period under review

Levels	Disabled staff			
	Male		Female	
	Current	Target	Current	Target
Top management	0	0	0	0
Senior management	1	1	0	0
Professional qualified	2	2	0	0
Skilled	5	7	1	1
Semi-skilled	0	0	1	1
Unskilled	0	0	1	0
Total	8	10	3	2

Table 60: Representivity in terms of employment equity

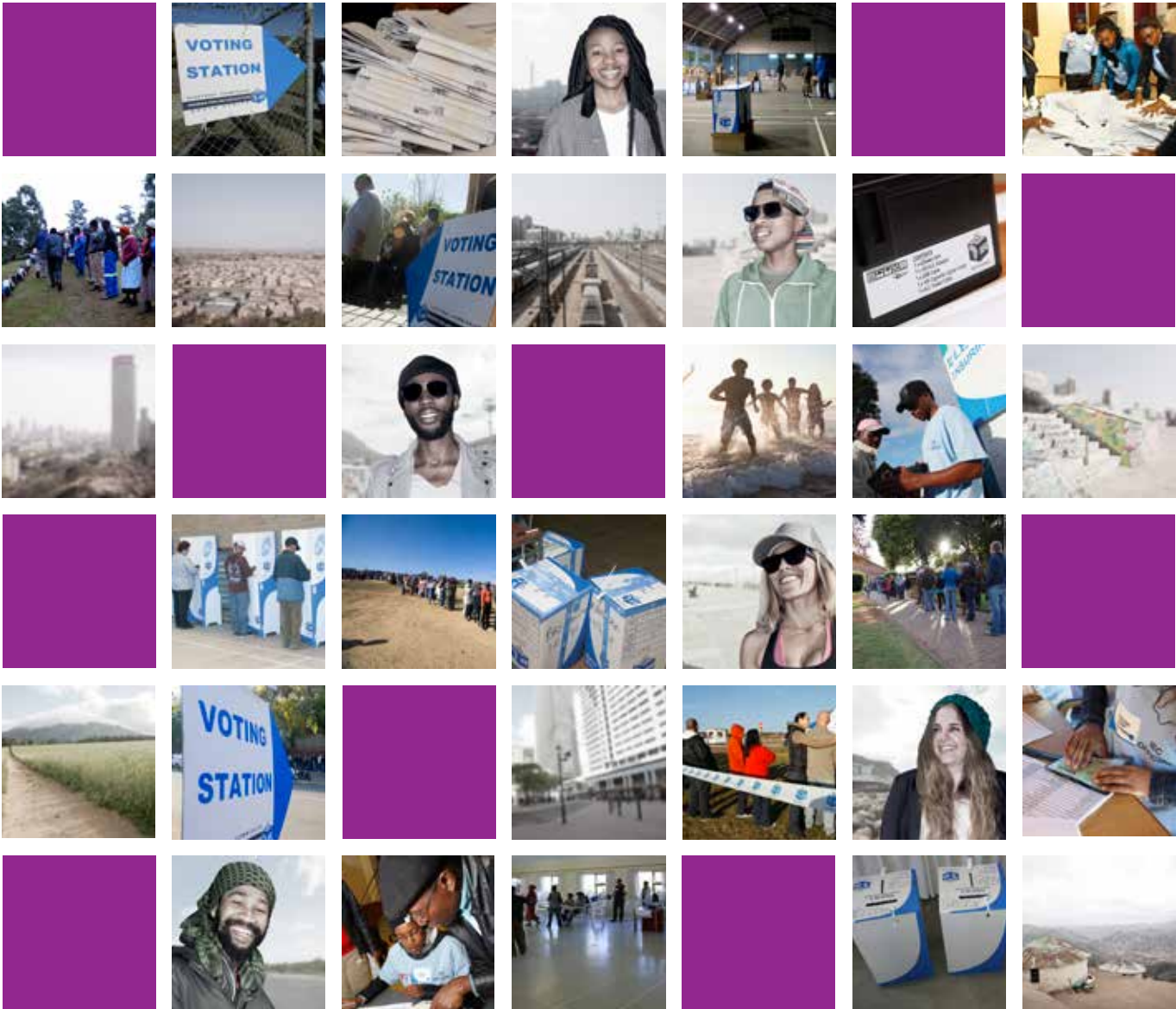
Level	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White
CEO/DCEO	2	0	0	0	1	0	0	1
Senior Manager	7	2	0	1	3	0	1	0
Manager	4	4	3	3	6	2	0	4
Deputy Manager	15	0	0	3	8	0	2	6
Assistant Manager	43	6	4	1	25	5	1	8
Senior Admin Officer	58	5	3	3	60	3	2	9
Admin Officer	181	20	3	4	208	31	2	19
Assistant Admin Officer	2	1	0	0	19	2	0	0
Senior Admin Clerk/ Admin Clerk	16	1	1	1	27	6	1	0
Messenger/ Housekeeper/Driver	8	1	0	0	10	0	0	0
Cleaner	0	0	0	0	54	2	0	0
Total	336	40	14	16	421	51	9	47

Table 61: Employment equity goals

Year	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White
Numerical goals (until the end of November 2012)	348	52	17	60	305	53	10	47
Financial year 2011/12	296	43	10	16	345	48	8	47
Financial year 2012/13	290	34	13	16	349	42	7	45
Financial year 2013/14	497	63	13	23	515	73	9	52

Part E:

Financial information



REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE ELECTORAL COMMISSION

Report on the financial statements

Introduction

1. I have audited the financial statements of the Electoral Commission set out on pages 109 to 157, which comprise the Statement of Financial Position as at 31 March 2014, the Statement of Financial Performance, Statement of Changes in Net Assets and Cash Flow Statement for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting Officer's responsibility for the financial statements

2. The Accounting Officer is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Electoral Commission as at 31 March 2014 and its financial performance and cash flows for the year then ended, in accordance with GRAP and the requirements of the PFMA.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

7. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, non-compliance with legislation, as well as internal control. The objective of my tests was to identify reportable findings as described under each subheading, but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

8. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the annual performance report of the Electoral Commission for the year ended 31 March 2014:
- Programme 1: Electoral Operations on pages 22 to 35
 - Programme 2: Outreach on pages 36 to 50
 - Programme 3: Political Liaison on pages 50 to 52
 - Programme 4: Corporate Services on pages 53 to 70
9. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
10. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time-bound and relevant, as required by National Treasury's Framework for Managing Programme Performance Information (FMPPi).
11. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
12. The material findings in respect of the selected programmes are as follows:

Programme 1: Electoral Operations

13. I did not raise any material findings on the usefulness and reliability of the reported performance information for Electoral Operations.

Programme 2: Outreach

14. I did not raise any material findings on the usefulness of the reported performance information for Outreach.

Reliability of reported performance information

15. The FMPPi requires auditees to have appropriate systems to collect, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets. Adequate and reliable corroborating evidence could not be provided for 24.1% of the targets to assess the reliability of the reported performance information. The auditee's records did not permit the application of alternative audit procedures. This was due to the absence of information systems to collect, verify and store performance information.

Programme 3: Political Liaison

16. I did not raise any material findings on the usefulness and reliability of the reported performance information for Political Liaison.

Programme 4: Corporate Services

17. I did not raise any material findings on the usefulness and reliability of the reported performance information for Corporate Services.

Compliance with legislation

18. I performed procedures to obtain evidence that the Electoral Commission had complied with applicable legislation regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

Annual financial statements

19. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 40(1)(b) of the PFMA. Material misstatements identified by the auditors were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.

Internal control

20. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the annual performance report and the findings on non-compliance with legislation included in this report.

Financial and performance management

21. Inadequate review processes were implemented to identify differences in calculations and schedules supporting the annual performance report and annual financial statements submitted for audit purposes.

Other reports

Investigations

22. The Public Protector's report on the Riverside Office Park lease was issued on 26 August 2013. A forensic investigation was recommended by the Public Protector, and this was commissioned by National Treasury. The report on the forensic investigation was issued on 14 December 2013. The commissioners are considering what actions need to be taken in respect of these reports.

Auditor General

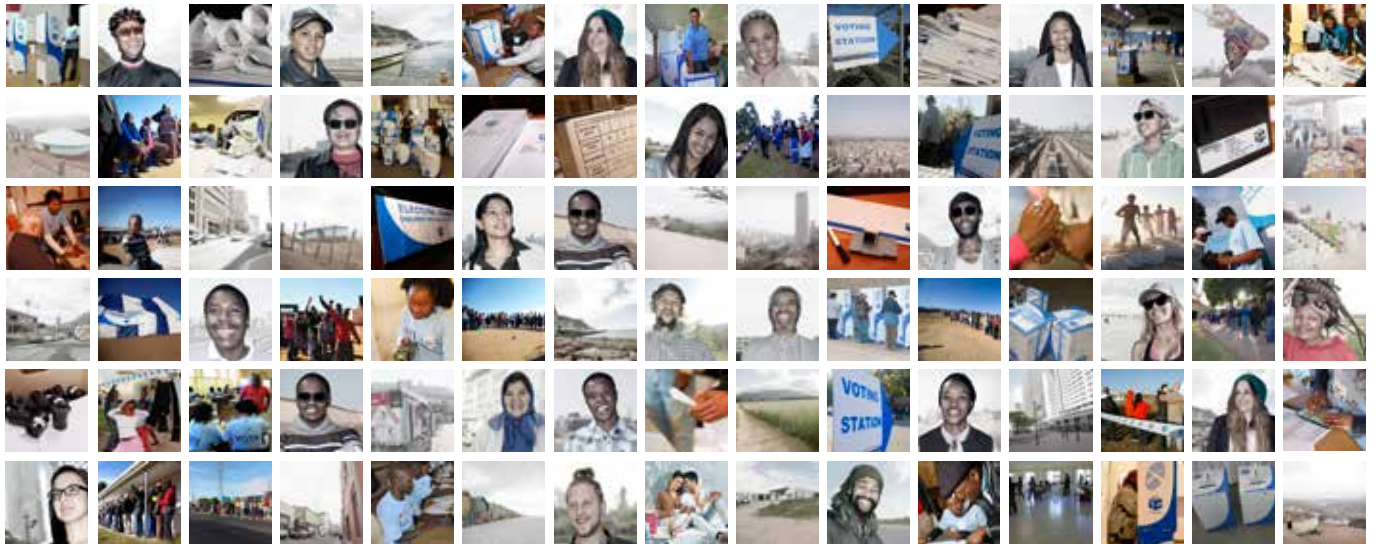
Pretoria

31 July 2014



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence



ELECTORAL COMMISSION



SOUTH AFRICA

**Annual Financial Statements
for the year ended 31 March 2014**

Electoral Commission

Annual Financial Statements for the year ended 31 March 2014

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Electoral Commission

Report of the Accounting Officer for the year ended 31 March 2014

The Electoral Commission

The Electoral Commission is a constitutional institution created by the Constitution of the Republic of South Africa, Act No. 108 of 1996, to promote and safeguard representative democracy in South Africa. The Electoral Commission is publicly funded and accountable to Parliament, yet independent of government. Its core function is the impartial management of free and fair elections in all spheres of government.

The Accounting Officer has the pleasure of presenting this report, which forms part of the audited annual financial statements of the Electoral Commission for the year ended 31 March 2014. This report and the annual financial statements comply with the requirements of the Public Finance Management Act, Act No. 1 of 1999 (PFMA) and the Electoral Commission Act, Act No. 51 of 1996.

The Accounting Officer of the Electoral Commission is the Chief Electoral Officer in terms of section 36(2)(b) of the PFMA.

Nature of business

The nature of the Electoral Commission's business is to manage elections of national, provincial and municipal legislative bodies in accordance with national legislation, to ensure that those elections are free, fair and credible, and to declare the results of those elections within a period that is prescribed by national legislation and that is as short as possible. The Electoral Commission also has a mandate to promote knowledge of sound and democratic electoral processes.

Registration details

The Electoral Commission is a constitutional institution established in terms of section 181(1)(f) of the Constitution of the Republic of South Africa. The registered office is Election House, Riverside Office Park, 1303 Heuwel Avenue, Centurion, Gauteng.

Financial highlights

The Electoral Commission received R1 463 994 000 for the year under review by way of parliamentary allocation. Sundry revenue was generated consisting mainly of interest earned, bringing the Electoral Commission's total revenue to R1 480 578 799.

All funds have been accounted for and are disclosed in the annual financial statements.

Tariffs

Treasury Regulations 7.3.1 and 7.3.2 state that the Accounting Officer of an institution must review, at least annually when finalising the budget, all fees, charges or the rates, scales or tariffs of fees and charges that are not or cannot be fixed by any law and that relate to revenue accruing to a revenue fund. The Accounting Officer must obtain approval from the relevant treasury for the proposed tariff structure. Tariffs were reviewed and, in an effort to enhance the activities of political parties and members of the general public, the Commission has determined the following prices, which have been approved by National Treasury:

Electoral Commission

Report of the Accounting Officer for the year ended 31 March 2014

Prices of map products not statutorily provided for				
Size	Electronic image in PDF	Printed copies	Size	Lamination price
A4	R10.00	R15.00	A4	R60.00 per film run irrespective of the number of A4 pages
A3	n/a	n/a	A3	R60.00 per film run irrespective of the number of A3 pages
A2	R60.00	R75.00	A2	R60.00 per film run irrespective of the number of A2 pages
A1	R105.00	R120.00	A1	R60.00
A0	R160.00	R180.00	A0	R120.00

Maps are provided to political parties and members of the general public only when the Electoral Commission is able to do so without negatively impacting on its own mapping requirements and activities.

In addition, the following services are provided via our website free of any charge:

- (a) "Am I registered to vote?"
- (b) "Voting station finder"
- (c) Election and by-election results data
- (d) Registration status, level and contact details of political parties

Material losses through criminal conduct, irregular, fruitless and wasteful expenditure

Section 55(2)(b) of the PFMA requires the Electoral Commission to include in the annual report particulars of any material losses through criminal conduct, any irregular expenditure, and fruitless and wasteful expenditure that occurred during the financial year.

There were no confirmed material instances of losses through criminal conduct discovered during the year under review.

Irregular expenditure amounting to R31 205 971 was incurred in the financial year and is reflected in Note 31 of the annual financial statements.

Of this, R28 443 037 is the current year expenditure in relation to the Riverside Office Park transaction that has been the subject of an investigation by the Public Protector and a forensic investigation. The circumstances surrounding the balance of the irregular expenditure of R2 762 934 are being investigated and steps are being taken to prevent recurrence.

Fruitless and wasteful expenditure amounting to R36 868 was incurred in the current financial year and is reflected in the annual financial statements. The fruitless and wasteful expenditure relates mainly to interest of R20 718 paid on overdue accounts of which R4 937 was recovered. The expenditure will be investigated to determine whether it will be economical to recover. Steps have been taken to prevent recurrence.

Events subsequent to the date of the Statement of Financial Position

Commissioners have decided to approach the courts to review the Riverside Office Park lease agreement.

Corporate governance

Various sections of the PFMA place responsibility on the Accounting Officer to ensure that the organisation complies with all applicable legislation. Any non-compliance with legislation is reported quarterly to the Executive Committee (EXCO) and the Commission.

Electoral Commission

Report of the Accounting Officer for the year ended 31 March 2014

The Accounting Officer has the responsibility for establishing a framework of internal control. The control measures are designed to provide cost-effective assurance that assets are safeguarded, and that liabilities and working capital are efficiently managed. The internal control environment was effectively implemented by management and monitored by Internal Audit. The Accounting Officer is also responsible for maintaining adequate accounting records and an effective system of risk management.

The Accounting Officer's responsibilities include designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of these financial statements and ensuring that the financial statements are free from material misstatement.

Internal controls are operated effectively during the year.

The Accounting Officer of the Electoral Commission is responsible for the preparation and fair presentation of the annual financial statements of the Electoral Commission. These statements comprise the following:

- (a) Statement of Financial Position as at 31 March 2014
- (b) Statement of Financial Performance for the year ended 31 March 2014

- (c) Statement of Changes in Net Assets for the year ended 31 March 2014
- (d) Cash Flow Statement for the financial year ended 31 March 2014
- (e) Accounting policies
- (f) Notes to the annual financial statements

The financial statements are prepared in accordance with the South African Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board.

The Auditor-General is responsible for reporting on whether the annual financial statements are fairly presented in accordance with the applicable financial reporting framework.

Approval of the annual financial statements

The annual financial statements of the Electoral Commission, set out on pages 109 to 157, have been approved by the Accounting Officer.



MS MOEPYA
CHIEF ELECTORAL OFFICER
31 July 2014

Electoral Commission

Statement of Financial Position as at 31 March 2014

	Note	31 March 2014	31 March 2013
		R	R
Assets			
Current assets		219,103,639	108,078,527
Cash and cash equivalents	3,4	153,096,797	79,368,444
Trade and other receivables from exchange transactions	3,5	22,910,134	17,270,629
Inventories	6	43,096,708	11,439,454
Non-current assets		354,063,351	335,052,036
Property, plant and equipment	7	276,206,774	268,681,449
Heritage assets	8	1,664,486	2,079,127
Intangible assets	9	76,192,091	64,291,460
Non-current assets held for sale and assets of disposal groups	10	449	3,099,143
Total assets		573,167,439	446,229,706
Liabilities			
Current liabilities		119,729,994	68,696,990
Trade and other payables from exchange transactions	3,11	119,211,595	63,196,900
Provisions	13	518,399	104,920
Foreign and local aid assistance	14	-	5,395,170
Non-current liabilities		34,145,135	29,363,261
Operating lease liability	3,12	34,145,135	29,363,261
Total liabilities		153,875,129	98,060,251
Net assets			
Accumulated surplus		419,292,310	348,169,455
Total liabilities and net assets		573,167,439	446,229,706

Electoral Commission

Statement of Financial Performance for the year ended 31 March 2014

	Note	31 March 2014 R	31 March 2013 R
Total revenue		1,480,578,799	768,248,974
Revenue from non-exchange transactions	15	1,463,994,000	762,156,000
Parliamentary allocation		1,463,994,000	762,156,000
Revenue from exchange transactions	16	16,584,799	6,092,974
Political party registration fees		21,000	8,100
Investment revenue		16,120,938	5,853,376
Other operating revenue	16.1	442,861	231,498
Total expenditure		(1,408,268,320)	(766,170,691)
Employee-related costs	17	(571,708,871)	(369,034,256)
Goods and services	18	(740,824,567)	(325,564,527)
Depreciation, amortisation and impairment	19	(58,751,283)	(57,513,780)
Audit fees	20	(5,416,921)	(4,510,098)
Finance costs	21	(15,781)	(7,852)
Debt impairment	22	(240,936)	(105,251)
Repairs and maintenance	23	(31,309,961)	(9,434,927)
Surplus/(deficit) on sale of assets	24	(1,187,624)	575,628
Surplus/(deficit) for the year		71,122,855	2,653,911

Electoral Commission

Statement of Changes in Net Assets for the year ended 31 March 2014

	Note	R Accumulated surplus	R Total net assets
Balance at 1 April 2012		345,515,544	345,515,544
Surplus for the year		2,653,911	2,653,911
Balance at 1 April 2013		348,169,455	348,169,455
Surplus for the year		71,122,855	71,122,855
Balance at 31 March 2014		419,292,310	419,292,310

Electoral Commission

Cash Flow Statement for the year ended 31 March 2014

	Note	31 March 2014	31 March 2013
		R	R
Cash flows from operating activities			
Cash receipts from customers		1,480,578,799	768,253,509
Parliamentary allocation		1,463,994,000	762,156,000
Investment revenue		16,120,938	5,853,376
Sale of goods and services		463,861	244,133
Cash paid to suppliers and employees		(1,330,998,918)	(675,202,604)
Employee costs		(571,708,871)	(369,034,256)
Finance costs		(15,781)	(7,852)
Suppliers		(759,033,330)	(306,055,245)
Debt impairment		(240,936)	(105,251)
Net cash flows from operating activities	26	149,579,881	93,050,905
Cash flows from investing activities		(75,851,528)	(51,515,385)
Purchase of property, plant and equipment	7	(56,991,723)	(34,007,391)
Proceeds from sale of property, plant and equipment	10,24	1,398,467	996,589
Proceeds of heritage assets	8	7,486	-
Purchase of heritage assets	8	-	(832,951)
Purchase of intangible assets	9	(23,159,415)	(17,867,151)
Disposal of assets held for sale	10,24	2,893,657	195,519
Net (decrease)/increase in cash and cash equivalents		73,728,353	41,535,520
Cash and cash equivalents at the beginning of the year		79,368,444	37,832,924
Cash and cash equivalents at the end of the year	3,4	153,096,797	79,368,444

Electoral Commission

1. Accounting policies for the year ended 31 March 2014

1.1 Presentation of annual financial statements

Basis of preparation

The annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention unless specified otherwise. A summary of the significant accounting policies, which have been consistently applied, except where an exemption or transitional provision has been granted, are disclosed below.

Statement of compliance

The annual financial statements have been prepared in accordance with the effective standards of GRAP, including any interpretations and directives issued by the Accounting Practices Board.

The financial statements encompass the reporting as specified in the PFMA.

Going-concern assumption

The financial statements have been prepared on a going-concern basis.

Comparative figures

When the presentation or classification of items in the annual financial statements is amended, prior period comparative amounts are restated, unless a standard of GRAP does not require the restatements of comparative information. The nature and reason for the reclassification are disclosed. Where material accounting errors have been identified in the current year, the correction is made retrospectively as far as is

practicable, and the prior year comparatives are restated accordingly. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

Functional and presentation currency

The financial statements are presented in South African Rand, which is the Electoral Commission's functional currency. All information has been rounded off to the nearest R1.

Budgetary information

The budget and the accounting bases differ. The financial statements for the Electoral Commission are prepared on the accrual basis, using a classification based on the nature of expenses in the Statement of Financial Performance. The budget is approved on the cash basis. A reconciliation between the actual amounts on a comparable basis as presented in the Statement of Financial Performance and the budget documents for the year under review is presented in the notes to the annual financial statements.

Offsetting

Assets, liabilities, revenue and expenses have not been offset, except when offsetting is permitted or required by a standard of GRAP.

New standards, amendments to existing standards adopted

During the current financial year, the following GRAP standards became effective and were adopted by the Electoral Commission:

- (a) GRAP 1: Interpretation of GRAP:
Applying the probability test on initial recognition of exchange revenue
- (b) GRAP 16: Intangible assets website costs

Electoral Commission

Accounting policies for the year ended 31 March 2014

- (c) GRAP 21: Impairment of non-cash generating assets
- (d) GRAP 24: Presentation of budget information in financial statements
- (e) GRAP 25: Employee benefits
- (f) GRAP 26: Impairment of cash-generating assets
- (g) GRAP 104: Financial instruments

The adoption of these newly effected GRAP standards did not have a significant impact on the financial statements, as the principles are similar to those already applied under International Financial Reporting Standards (IFRS).

1.2 Significant judgments and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgment are inherent in the formation of estimates. Actual results in the future could differ from these estimates, which may be material to the annual financial statements.

Significant estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected. Significant judgments include the following:

Trade and other receivables

The Electoral Commission assesses its trade receivables and other receivables for impairment at each reporting date. In determining whether

an impairment loss should be recorded in surplus or deficit, the Electoral Commission makes judgments as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset. The impairment for trade and other receivables is calculated on a portfolio basis and all debts over three months old, where payments are not being received, are impaired.

Useful lives of property, plant and equipment, and intangible assets

The Electoral Commission determines the estimated useful lives and related depreciation charges for property, plant and equipment, and intangible assets. This estimate is based on the condition and use of the individual assets in order to determine the remaining period over which the asset can and will be used.

Provisions

The Electoral Commission assesses its provisions at each reporting date. In determining whether an adjustment should be recorded in surplus or deficit.

1.3 Financial instruments

The Commission's financial assets comprise trade and other receivables from exchange transactions, and cash and cash equivalents. Financial assets are categorised, according to their nature, as either financial assets at fair value, financial assets at amortised cost or financial assets at cost.

The Commission's financial liabilities comprise trade and other payables from exchange transactions. Financial liabilities are categorised at fair value. The subsequent measurement of financial assets and liabilities depends on this categorisation.

Electoral Commission

Accounting policies for the year ended 31 March 2014

Initial recognition

Financial assets and liabilities are recognised in the statement of financial position only when the Electoral Commission becomes a party to the contractual provisions of the instrument. The Electoral Commission recognises financial assets using trade date accounting.

Measurement

When a financial asset or financial liability is initially recognised, the Electoral Commission measures it at its fair value plus, in the case of a financial asset or a financial liability not subsequently measured at fair value, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. Subsequent to initial recognition, non-derivative financial assets and liabilities are measured as described below.

Trade and other receivables from exchange transactions

Trade and other receivables from exchange transactions originated by the Electoral Commission classified as financial assets are stated at amortised cost using the effective interest rate method, less any impairment losses.

At the end of each reporting period, the carrying amount of trade and other receivables is reviewed to determine whether there is any objective evidence that the amount is not recoverable. If so, an impairment loss is recognised immediately in the Statement of Financial Performance.

If there is objective evidence that an impairment loss has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not

yet been incurred). The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the Statement of Financial Performance. Interest income continues to be accrued on the reduced carrying amount based on the original effective interest rate of the asset. If, in a subsequent year, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognised, the previously recognised impairment loss is increased or reduced by adjusting the allowance account, and the amount of the gain or loss is recognised in the Statement of Financial Performance.

Cash and cash equivalents

Cash equivalents are short-term highly liquid investments, readily convertible into known amounts of cash that are held with registered banking institutions with maturities of three months or less and are subject to an insignificant risk of change in value.

For purposes of the Cash Flow Statement, as well as the Statement of Financial Position, cash and cash equivalents comprise cash on hand and other short-term investments. Cash and cash equivalents classified as financial assets are stated at fair value.

Trade and other payables from exchange transactions

Trade and other payables from exchange transactions are initially measured at fair value plus any directly attributable transaction costs, and are subsequently measured at amortised cost, using the effective interest rate method.

The Electoral Commission's trade and other payables from exchange transactions relate to the amount owed to the suppliers, and other

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accruals. The Electoral Commission's accrual amount represents goods and services that have been delivered by the supplier, but remain unpaid as at year-end.

Gains and losses

A gain or loss arising from a change in the fair value of a financial asset or financial liability measured at fair value shall be recognised in surplus or deficit.

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Method and significant assumptions in determining fair value

Fair values of financial assets, non-financial assets and liabilities have been determined for measurements and/or disclosure purposes based on the methods indicated below. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

The carrying amount of cash and cash equivalents approximates fair value due to the relatively short-term maturity of these financial assets.

The fair value of trade and other receivables from exchange transactions is calculated as the present value of future cash flows, discounted at a market rate of interest at the reporting date.

Fair value of non-derivative financial liabilities is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the reporting date.

Derecognition of financial instruments

Financial assets are derecognised when the Electoral Commission loses control of the contractual rights that comprise the financial assets. The Electoral Commission loses control if the right to benefits specified in the contract are realised, the rights expire or the Electoral Commission surrenders those rights.

Financial liabilities are derecognised when the obligation is discharged, cancelled or expires.

Offsetting

A financial asset and a financial liability shall be offset and the net amount presented in the Statement of Financial Position when and only when the Electoral Commission:

- (a) currently has a legally enforceable right to set off the recognised amounts; and
- (b) intends to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

In accounting for a transfer of a financial asset that does not qualify for derecognition, the Electoral Commission does not offset the transferred asset and the associated liability

1.4 Inventories

Inventories that qualify for recognition as assets shall initially be measured at cost.

Electoral and promotional items stock is measured at the lower of cost and current replacement cost where they are held for distribution at no charge. The cost of inventories is based on the weighted average principle, and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition.

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Consumable stores are measured at the lower of cost and net realisable value. Net realisable value is the estimated value in use in the ordinary course of business, less the estimated costs of completion. Net realisable value for consumables is assumed to approximate the cost price due to the relatively short period that these assets are held in stock.

When inventories are sold, exchanged or distributed, the carrying amount of those inventories is recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expense is recognised when the goods are distributed, or related service is rendered.

The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories shall be recognised as an expense in the period the write-down or loss occurs.

The amount of any reversal of any write down of inventories, arising from an increase in net realisable value or current replacement cost, shall be recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.5 Property, plant and equipment

Property, plant and equipment are tangible assets that are held for use in the production or supply of goods and services or for administrative purposes, and are expected to be used during more than one financial period.

An item of property, plant and equipment is recognised as an asset if it is probable that economic benefits or service potential associated with the item will flow to the Electoral Commission and the cost can be measured reliably. Property, plant and equipment are initially measured at cost. Cost includes expenditure that is directly attributable to the acquisition of the asset. Elements of cost include the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, and the obligation for which the Electoral Commission incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

Where an asset is acquired through a non-exchange transaction, its cost shall be measured at its fair value as at the date of acquisition.

Property, plant and equipment are stated in the Statement of Financial Position at cost less any subsequent accumulated depreciation and impairment losses. These assets are depreciated on the straight-line basis at rates that will result in each asset being written off over its useful life. When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately. Depreciation is recognised in surplus or deficit on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment.

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The estimated useful lives of property, plant and equipment are as follows:

<i>Class</i>	<i>Estimated useful life in years</i>
Pre-fabricated buildings	10 – 30 years
Furniture and fittings	5 – 15 years
Motor vehicles	5 years
Office machines and equipment	5 – 10 years
Computer equipment	3 – 10 years
Scanners (zip-zips)	7 – 10 years
Cell phones	3 years
Appliances	5 – 10 years

Leasehold improvements are capitalised, as the Electoral Commission controls the assets for the period of the lease. Leasehold improvements are depreciated over the shorter of the lease term and the assets' useful lives.

The Electoral Commission reviews the useful lives, residual values and depreciation methods of items of property, plant and equipment at least at every reporting date. Where expectations differ from previous estimates, the change(s) are accounted for as a change in accounting estimate.

Subsequent costs

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Electoral Commission and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in surplus or deficit as incurred.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the assets) is included in the Statement of Financial Performance in the year it is recognised.

1.6 Heritage assets

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

A heritage asset is recognised as an asset if, and only if:

- (a) it is probable that future economic benefits or service potential associated with the asset will flow to the Electoral Commission; and
- (b) the cost or fair value of the asset can be measured reliably.

A heritage asset that qualifies for recognition as an asset shall be measured at its cost. Where a heritage asset is acquired through a non-exchange transaction, its cost shall be measured at its fair value as at the date of acquisition.

The cost of a purchased heritage asset comprises:

- (a) its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates; and
- (b) any costs directly attributable to bringing the heritage asset to the

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location and condition necessary for it to be capable of operating in the manner intended by management.

Directly attributable expenditure includes, for example, costs initially incurred to acquire and assess the state of the heritage asset, costs to restore it, costs initially incurred to remove it or restore the site where it was located, professional fees, property transfer taxes, initial delivery and handling costs, installation and assembly costs, and other transaction costs.

After recognition as an asset, a heritage asset is not depreciated and is carried at cost less impairment losses.

At each reporting date, the Electoral Commission will assess whether there is an indication that heritage assets may be impaired. If any such indication exists, the Electoral Commission shall estimate the recoverable amount or the recoverable service amount of the heritage asset. In assessing whether there is an indication that an asset may be impaired, the Electoral Commission shall consider the following minimum indications:

External sources of information:

- (a) during the period, a heritage asset's market value has declined significantly more than would be expected as a result of the passage of time or normal use; and
- (b) the absence of an active market for a revalued heritage asset.

Internal sources of information:

- (a) evidence is available of physical damage or deterioration of a heritage asset; and

- (b) a decision to halt the construction of the heritage asset before it is complete or in a usable form.

Compensation from third parties for heritage assets that have been impaired lost or given up shall be included in the surplus or deficit when the compensation becomes receivable.

Transfers from heritage assets shall be made when, and only when, the particular asset no longer meets the definition of a heritage asset.

The carrying amount of a heritage asset shall be derecognised:

- (a) on disposal, or
- (b) when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset shall be determined as the difference between the net disposal proceeds, if any, and the carrying amount of the heritage asset. Such difference is recognised in surplus or deficit when the heritage asset is derecognised.

Information about assets that might be regarded as a heritage asset, but which, on initial recognition, do not meet the recognition criteria of heritage assets because they cannot be reliably measured are disclosed in the notes to the financial statements when applicable.

1.7 Intangible assets

An intangible asset is an identifiable non-monetary asset without physical substance.

An intangible asset shall be measured initially at cost. Where an intangible asset is acquired through a non-exchange transaction, its initial

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cost at the date of acquisition shall be measured at its fair value as at that date.

Acquired intangible assets

Intangible assets are recognised when it is probable that future economic benefits specifically attributable to the assets will flow to the Electoral Commission and the cost of the intangible assets can be measured reliably. Intangible assets are stated at cost less any accumulated amortisation and impairment losses.

Internally generated intangible assets

Internally generated intangible assets arising from the development phase of internal projects are recognised when:

- (a) the Electoral Commission has an intention to complete and use the intangible asset and adequate technical, financial and other resources to complete the development are available;
- (b) the intangible asset will generate probable future economic benefits or service potential; and
- (c) the Electoral Commission is able to measure the expenditure attributable to the intangible asset reliably during its development.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Intangible assets with finite useful lives are amortised on a straight-line basis over their useful lives.

<i>Item</i>	<i>Estimated useful life in years</i>
Computer software	5 – 8 years

The amortisation period and the amortisation method for intangible assets are reviewed at the end of each reporting period.

1.8 Non-current assets held for sale

The Electoral Commission classifies a non-current asset as held for sale if its carrying amount will be recovered principally through a sale transaction rather than through continuing use. The asset must be available in its present condition and the sale must be highly probable.

A sale is highly probable if the appropriate level of management is committed to a plan to sell. This means that the Electoral Commission must:

- (a) have begun an active programme to locate a buyer and complete the sale;
- (b) be actively marketing the asset at a price that is reasonable, compared to its current fair value;
- (c) have made a sale to be completed within one year from the date of classification, unless a delay is caused by events beyond the Electoral Commission's control; and
- (d) carry out actions required to complete the plan, which should indicate that it is not likely that there will be significant changes made to the plan or that the plan will be withdrawn.

Non-current assets held for sale are measured at the lower of their carrying amount and fair value less cost to sell. When the sale is expected to occur beyond one year, costs to sell are

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measured at their present value. Any increase in the present value of the costs to sell that arises from the passage of time shall be presented in surplus or deficit as a financing cost.

Non-current assets held for sale are not depreciated.

1.9 Revenue from exchange transactions

Revenue from exchange transactions refers to revenue that accrued to the Electoral Commission directly in return for services rendered or goods sold, the value of which approximates the fair value of the consideration received or receivable. At the time of initial recognition, the full amount of revenue is recognised.

When goods or services are exchanged or swapped for goods or services that are of a similar nature and value, the exchange is not regarded as a transaction that generates revenue. When goods are sold or services are rendered in exchange for dissimilar goods or services, the exchange is regarded as a transaction that generates revenue. The revenue is measured at the fair value of the goods or services received, adjusted by the amount of any cash or cash equivalents transferred. When the fair value of the goods or services received cannot be measured reliably, the revenue is measured at the fair value of the goods or services given up, adjusted by the amount of any cash or cash equivalents transferred.

Political party registration income is recognised on receipt.

Investment revenue comprises interest income on invested funds. Interest income is recognised

on a time-proportion basis using the effective interest rate method. Revenue arising from others' use of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

- (a) it is probable that the economic benefits or service potential associated with the transaction will flow to the Electoral Commission; and
- (b) the amount of the revenue can be measured reliably.

1.10 Revenue from non-exchange transactions

Revenue from non-exchange transactions refers to transactions where the Electoral Commission receives revenue from another entity without directly giving approximately equal value in exchange. Revenue from non-exchange transactions includes parliamentary allocations and sponsorship income.

Parliamentary allocations and sponsorship income are recognised when there is reasonable assurance that the Electoral Commission will comply with the conditions attached to them and the allocation will be received.

Revenue is recognised when it is probable that future economic benefits will flow to the Electoral Commission and these benefits can be measured reliably. Revenue is measured at fair value of the consideration received or receivable and represents the amounts receivable for services provided in the normal course of business.

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

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Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the Electoral Commission. When, as a result of a non-exchange transaction, the Electoral Commission recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised, it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, is recognised as revenue. When a liability is subsequently reduced because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

1.11 The effects of changes in foreign exchange rates

A foreign currency transaction is recorded, on initial recognition in the functional currency, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Monetary items (i.e. cash and cash equivalents, trade receivables from exchange transactions and trade and other payables from exchange transactions) are translated using the closing rate.

Non-monetary items (i.e. property, plant and equipment) are translated using the exchange rate either at the date that the transaction occurred (when these items are carried at historical cost) or when fair value is determined (when these items are carried at revalued amounts).

Foreign currency differences arising from settlement or translation of monetary items are included in surplus or deficit, whereas any differences on translation of non-monetary items are included either in net assets (where any gains or losses on those items are recognised in net assets) or surplus or deficit.

1.12 Finance cost

Finance cost comprises the following:

- (a) Interest expense
- (b) Unwinding of the discount on provisions

All borrowing costs are recognised in surplus or deficit using the effective interest rate method.

1.13 Donor-funded projects

In terms of donor requirements contained in financial agreements with benefactors, unexpended donor funds ring-fenced for specific projects are reflected as current liabilities in circumstances where such funds are repayable to donors in the event of the funds not being utilised on the specific project.

Unexpended donor funds that are not required to be repaid and that relate to completed projects are treated as operating income in the year that the projects are deemed completed.

1.14 Taxation

No provision is made for taxation as the Electoral Commission is exempt from tax in terms of section 10(1)(cA) of the Income Tax Act.

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1.15 Leases

Finance leases as the lessee

A finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of an asset to the Electoral Commission. The Electoral Commission does not enter into contractual agreements, which include finance leases, as this is prohibited by the Treasury Regulation 13.2.5, which states:

"The Accounting Officer of an institution may, for the purposes of conducting the institution's business, enter into lease transactions without any limitations provided that such transactions are limited to operating lease transactions."

Operating leases as the lessee

An operating lease is a lease other than a finance lease. Leases of assets under which all the risks and rewards of ownership are effectively retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the Statement of Financial Performance on a straight-line basis over the term of the relevant lease.

1.16 Employee benefit cost

Short-term employee benefits

Short-term employee benefits are measured on an undiscounted basis and are recognised in the Statement of Financial Performance in the reporting period that the related service is delivered.

Termination benefits

Termination benefits are recognised as an expense when the Electoral Commission is demonstrably committed, without the realistic possibility of withdrawal, to a formal detailed plan either to terminate employment before the normal retirement date, or to provide

termination benefits as a result of an offer made to encourage voluntary redundancy. Termination benefits for voluntary redundancies are recognised as an expense if the Electoral Commission has made an offer of voluntary redundancy, if it is probable that the offer will be accepted and if the number of acceptances can be estimated reliably.

Retirement benefits – defined contribution plans

A defined contribution plan is a post-employment benefit plan under which the Electoral Commission pays fixed contributions into a separate entity, such as the Government Employees Pension Fund (GEPF), and will have no legal or constructive obligation to pay further amounts.

The Electoral Commission operates defined contribution retirement benefit plans for its employees.

The assets of the plans are held separately from those of the Electoral Commission under the control of trustees. Payments to the defined contribution plan are charged as an expense, as they fall due in the Statement of Financial Performance.

Accrual for leave pay

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual based on the basic salary is raised for estimated liabilities as a result of services rendered by employees up to the reporting date.

1.17 Impairment of assets

Cash-generating assets

Cash-generating assets are assets held with the primary objective of generating a commercial return. At each reporting date, the Electoral

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Commission assesses whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Electoral Commission estimates the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs to sell and its value in use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. Impairment losses are recognised in the Statement of Financial Performance in those expense categories consistent with the function of the impaired asset.

At each reporting date, an assessment is made as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the Electoral Commission estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is only reversed if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor

exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the Statement of Financial Performance.

Non-cash generating assets

Non-cash-generating assets are assets other than cash-generating assets. The Electoral Commission assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Electoral Commission estimates the asset's recoverable service amount. An asset's recoverable service amount is the higher of a non-cash-generating asset's fair value less costs to sell and its value in use. If the recoverable service amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. That reduction is an impairment loss recorded in the Statement of Financial Performance.

The value in use of a non-cash-generating asset is the present value of the asset's remaining service potential. Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal. The Electoral Commission assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for an asset may no longer exist or may have decreased. If any such indication exists, the Electoral Commission estimates the recoverable service amount of that asset. An impairment loss recognised in prior periods for an asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last

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impairment loss was recognised. If this is the case, the carrying amount of the asset is increased to its recoverable service amount. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods. Such a reversal of an impairment loss is recognised in the Statement of Financial Performance.

1.18 Irregular expenditure

Irregular expenditure, as defined in section 1 of the PFMA, is expenditure other than unauthorised expenditure, incurred in contravention of, or that is not in accordance with, a requirement of any applicable legislation, including any one of the following:

- (a) The PFMA;
- (b) The State Tender Board Act, Act No. 86 of 1968 or any regulations made in terms of the Act; or
- (c) Any provincial legislation providing for procurement procedures in that provincial government.

National Treasury Practice Note No. 4 of 2008/09, which was issued in terms of sections 76(1) to 76(4) of the PFMA, requires that from 1 April 2008, irregular expenditure that was incurred and identified during the current financial year and that was condoned before year-end and/or before finalisation of the financial statements is recorded appropriately in the irregular expenditure register. In such an instance, no further action is taken except that the note to the financial statements is updated.

All irregular expenditure is recognised in the annual financial statements in the period in which it is incurred and disclosed separately.

Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and, where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements is updated with the amount condoned.

Irregular expenditure that was incurred and identified during the current financial year and that was not condoned by National Treasury or the relevant authority is recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account is created if such a person is liable by law. Immediate steps must be taken thereafter to recover the amount from the person concerned. If recovery is not possible, the accounting officer may write off the amount as debt impairment and disclose it as such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable by law, the expenditure related thereto remains against the relevant programme/expenditure item, and is disclosed as such in the note to the financial statements and updated accordingly in the irregular expenditure register.

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1.19 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure means expenditure that was made in vain and could have been avoided had reasonable care been exercised.

The expenditure is accounted for as expenditure in the Statement of Financial Performance and is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

1.20 Unauthorised expenditure

Unauthorised expenditure means:

- (a) overspending of a vote or a main division within a vote; or
- (b) expenditure not in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.

The expenditure is accounted for as expenditure in the Statement of Financial Performance and is classified in accordance with the nature of the expense. Where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

1.21 Provisions, commitments and contingencies

Provisions

A provision is a liability where the timing or amount of the outflow of resources embodying economic benefits or service potential is uncertain.

A provision is recognised when:

- (a) the Electoral Commission has a present obligation (legal or constructive) as a result of a past event;
- (b) it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- (c) a reliable estimate can be made of the amount of the obligation.

Where the effect of the time value of money is material, the amount of a provision shall be the present value of the expenditure expected to be required to settle the present obligation. The discount rate shall reflect current market assessments of the time value of money and risks specific to the liability.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Provisions are reviewed and adjusted to reflect the current best estimate at each reporting date. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation. Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating losses.

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Commitments

A commitment is an agreement between two or more parties that is binding on those parties to the degree that to renege on the agreement will be costly.

Commitments represent orders issued to suppliers that have been approved, but where no delivery has taken place as at year-end and contractual commitments.

Commitments are not recognised as liabilities or assets in the Statement of Financial Position, but are included in the disclosure notes.

The Electoral Commission discloses the amount of contractual commitments for the acquisition of property, plant and equipment, and intangible assets.

An onerous contract is a contract for the exchange of assets or services in which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits or service potential expected to be received under it. The Electoral Commission has no onerous contracts.

Contingent liabilities

A contingent liability is a possible obligation that arises from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events that are beyond the control of the Electoral Commission.

Alternatively, a contingent liability is a present obligation that arises from past events, but which is not recognised because:

- (a) it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
- (b) the amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are included in the disclosure note.

Contingent assets

Contingent assets arise from unplanned or other unexpected events that are not wholly within the control of the Electoral Commission and give rise to the possibility of an inflow of economic benefits or service potential to the Electoral Commission. Contingent assets are not recognised and are included in the disclosure note.

1.22 Related parties

Related-party transactions are transactions that involve the transfer of resources, services or obligations between related parties, regardless of whether a price is charged. Related-party relationships exist throughout the public sector for the following reasons:

- (a) Constitutional institutions, departments and municipalities are subject to the overall direction of an executive government or council, and ultimately, Parliament, and operate together to achieve the policies of government.
- (b) Constitutional institutions, departments and municipalities frequently conduct activities necessary for the achievement of different parts of their responsibilities and objectives through separate controlled entities, and through entities over which they have significant influence.

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- (c) Public entities enter into transactions with other government entities on a regular basis.
- (d) Ministers, councillors or other elected or appointed members of the government and other members of management can exert significant influence over the operations of The Electoral Commission.

Implicit in the definition of related party are other government entities and joint ventures that have a significant influence on the Electoral Commission and its activities.

Key management personnel are those persons who have the authority and responsibility for planning, directing and controlling the activities of the Electoral Commission directly or indirectly.

1.23 Changes in estimates and prior-period errors

Changes in estimates

As a result of the uncertainties inherent in delivering services, many items in financial statements cannot be measured with precision, but can only be estimated. Estimates involve judgment based on recently available, reliable information and therefore an estimate may change as new information becomes known, circumstances change or more experience is obtained.

The Electoral Commission recognises the effects of changes in accounting estimates prospectively, by including the effects in surplus or deficit in the period of the change if the change affects that period only, or in the period of the change and future periods, if the change affects both.

Prior-period errors

Prior-period errors are omissions from, and misstatements in, the Electoral Commission's financial statements for one or more prior periods, arising from a failure to use (or misuse of) reliable information that was available when the financial statements for those periods were authorised for issue and could reasonably be expected to have been obtained and taken into account in the preparation and presentation of those financial statements. Such errors include the effect of mistake in applying the accounting policy, oversight or misinterpretation of facts.

Material prior-period errors will be corrected retrospectively in the first set of financial statements authorised for issue after their discovery by:

- (a) restating the comparative amounts for the prior period(s) presented in which the error occurred; or
- (b) if the error occurred before the earliest prior period presented, restating the opening balances of assets, liabilities and net assets for the earliest prior period presented.

1.24 Events after the reporting period

Events after the reporting period are those events, favourable and unfavourable, that occur between the end of the reporting period and the date when the financial statements are authorised for issue.

The Electoral Commission adjusts the amounts recognised in its financial statements to reflect conditions that existed at the end of the reporting period (adjusting events after reporting date) prior to authorisation for issue.

Electoral Commission

Accounting policies for the year ended 31 March 2014

2. Effect of new GRAP standards

The following GRAP standards have been approved, but are not yet effective:

- (a) GRAP 6 (as revised in 2010):
Consolidated and Separate Financial Statements
- (b) GRAP 11: Consolidation – Special-purpose entities
- (c) GRAP 12: Jointly controlled entities
– Non-monetary contributions by ventures
- (d) GRAP 18: Segment Reporting
- (e) GRAP 20: Related-party disclosure
- (f) GRAP 32: Service Concession Arrangement: Grantor

- (g) GRAP 105: Transfers between entities under common control
- (h) GRAP 106: Transfers between entities not under common control
- (i) GRAP 107: Mergers
- (j) GRAP 108: Statutory Receivables

The effective date for the above has not yet been determined.

The adoption of these GRAP standards when they become effective is not expected to have a significant impact on the financial statements. The Electoral Commission does not participate in the transactions covered by GRAP 11, 12, 18, 105, 106, 107 and 108, and the effects of GRAP 20 are similar to those already applied under IPSAS 20.

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	Note	31 March 2014	31 March 2013
		R	R

3. Financial assets and liabilities by category

The accounting policies for financial instruments have been applied to the line items below.

Financial assets recognised at cost

Cash and cash equivalents	4	153,096,797	79,368,444
Trade and other receivables	5	22,910,134	17,270,629
Total		176,006,931	96,639,073

Financial liabilities recognised at fair value

Trade and other payables	11	119,211,595	63,196,900
Operating lease liability	12	34,145,135	29,363,261
Total		153,356,730	92,560,161

Financial assets have not been pledged as collateral for liabilities or contingent liabilities.

4. Cash and cash equivalents

The accounting policies for financial instruments have been applied to the line items below.

Cash on hand	204,908	175,885
Bank balances	61,781,060	20,832,553
Short-term notice deposits	91,110,829	58,360,006
Total	153,096,797	79,368,444

Cash and cash equivalents comprise cash and short-term, highly liquid investments that are held with a registered banking institution with maturities of three months or less and that are subject to insignificant interest rate risk. The carrying amount of these assets approximates to their fair value.

The notice deposits are carried at an effective floating interest rate that varied between 4.48% and 5.06% (2013:4.53% and 5.11%).

No restrictions have been placed on the use of cash and cash equivalents for the operations of the Electoral Commission.

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	Note	31 March 2014 R	31 March 2013 R
5. Trade and other receivables from exchange transactions			
Cash collateral provided: property rentals		9,136,872	8,131,431
Accrued interest		287,698	72,040
Sundry receivables		1,564,990	1,356,042
Prepayments	5.1	12,497,559	8,050,480
Less: Impairment allowance Sundry receivables		(576,985)	(339,364)
Total		22,910,134	17,270,629

Trade and other receivables past due, but not impaired

Trade and other receivables that are less than one month past due are not considered to be impaired. At 31 March 2014, there were no debts that were past due, but not impaired. There were none in 2013.

Trade and other receivables impaired

As of 31 March 2014, trade and other receivables of R576,985 (2013:R339,364) were impaired and provided for. Factors taken into account when considering impairment included the age of the debt and the likelihood of recovery.

The ageing of impaired debts is as follows:

Not due	-	372
31–120 days past due	3,167	986
120–365 days past due	174,450	18,936
More than 365 days past due	399,368	319,070
Total	576,985	339,364

Reconciliation of allowance for impairment of trade and other receivables

Opening balance	339,364	345,758
Provision for impairment	240,722	-
Unused amounts reversed	(3,101)	(6,394)
Total	576,985	339,364

The creation and release of the provision for impaired receivables have been included in operating expenses and surplus or deficit.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable mentioned above.

Trade and other receivables pledged as security

The Electoral Commission has not pledged any trade and other receivables as collateral.

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	Note	31 March 2014 R	31 March 2013 R
5.1 Prepayments			
Election related expenses		5,598,649	-
Administrative expenses		505	177,332
Software licences		6,808,627	7,321,213
Subscription and membership		89,778	551,935
Total		12,497,559	8,050,480

6. Inventories

Consumable stores	474,760	440,840
Promotional items	124,246	214,595
Electoral stock	42,497,702	10,784,019
Total	43,096,708	11,439,454

Electoral stock is stock that is acquired for elections and includes items such as ballot boxes, security items and T-shirts for electoral staff. Inventories are not pledged as security.

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

7. Property, plant and equipment

(All figures in Rand)

	31 March 2014			31 March 2013		
	Cost	Accumulated depreciation and impairment losses	Carrying amount	Cost	Accumulated depreciation and impairment losses	Carrying amount
Appliances	4,790,767	(2,181,493)	2,609,274	4,623,739	(1,666,387)	2,957,352
Cell phones	2,530	(1,744)	786	2,530	(1,571)	959
Computer equipment	146,907,257	(82,350,473)	64,556,784	141,732,892	(70,000,981)	71,731,911
Furniture and fittings	64,738,480	(17,542,816)	47,195,664	56,643,424	(14,143,024)	42,500,400
Leasehold improvements	1,789,716	(1,487,842)	301,874	1,695,706	(1,418,319)	277,387
Motor vehicles	64,333,264	(17,251,599)	47,081,665	48,987,654	(12,835,418)	36,152,236
Office equipment	38,310,806	(19,293,449)	19,017,357	36,470,635	(16,521,509)	19,949,126
Pre-fabricated buildings	6,375,153	(398,099)	5,977,054	2,354,560	(254,371)	2,100,189
Scanners	182,813,280	(93,346,964)	89,466,316	169,154,655	(76,142,766)	93,011,889
Total	510,061,253	(233,854,479)	276,206,774	461,665,795	(192,984,346)	268,681,449

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

7. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment – 31 March 2014

	Opening balance	Additions	Disposals	Reclassified as assets held for sale	Depreciation	Impairment loss	Closing balance
Appliances	2,957,352	215,993	(27,093)	-	(532,765)	(4,213)	2,609,274
Cell phones	959	-	-	-	(173)	-	786
Computer equipment	71,731,911	9,010,729	(523,363)	(29)	(15,644,788)	(17,676)	64,556,784
Furniture and fittings	42,500,400	8,687,297	(176,493)	(300)	(3,777,576)	(37,664)	47,195,664
Leasehold improvements	277,387	94,010	-	-	(69,523)	-	301,874
Motor vehicles	36,152,236	16,475,962	(968,122)	77,366	(4,631,920)	(23,857)	47,081,665
Office equipment	19,949,126	4,818,064	(762,421)	(1,449)	(4,968,338)	(17,625)	19,017,357
Pre-fabricated buildings	2,100,189	4,031,043	(911)	-	(153,267)	-	5,977,054
Scanners	93,011,889	13,658,625	-	-	(17,204,198)	-	89,466,316
Total	268,681,449	56,991,723	(2,458,403)	75,588	(46,982,548)	(101,035)	276,206,774

Asset condition and technological obsolescence were taken account of when determining whether the asset should be impaired.

Reconciliation of property plant and equipment – 31 March 2013

	Opening balance	Additions	Disposals	Reclassified as assets held for sale	Depreciation	Impairment loss	Closing balance
Appliances	3,161,557	322,104	(4,581)	(2,621)	(516,329)	(2,778)	2,957,352
Cell phones	1,314	-	-	-	(355)	-	959
Computer equipment	76,538,425	10,886,334	(172,366)	(6,922)	(15,478,896)	(34,664)	71,731,911
Furniture and fittings	39,304,835	6,835,875	(9,638)	(95,201)	(3,481,428)	(54,043)	42,500,400
Leasehold improvements	326,189	64,763	-	-	(113,565)	-	277,387
Motor vehicles	30,280,978	10,081,012	(198,441)	(191,421)	(3,819,892)	-	36,152,236
Office equipment	20,919,366	3,673,118	(35,937)	(134,232)	(4,442,528)	(30,661)	19,949,126
Pre-fabricated buildings	839,729	1,310,956	-	-	(50,496)	-	2,100,189
Scanners	109,094,126	833,229	-	-	(16,915,466)	-	93,011,889
Total	280,466,519	34,007,391	(420,963)	(430,397)	(44,818,955)	(122,146)	268,681,449

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

8. Heritage assets

(All figures in Rand)

31 March 2014			
	Cost	Accumulated depreciation and impairment losses	Carrying amount
Artwork	1,665,665	(1,179)	1,664,486

31 March 2013		
Cost	Accumulated depreciation and impairment losses	Carrying amount
2,080,306	(1,179)	2,079,127

Reconciliation of heritage assets – 31 March 2014

	Opening balance	Additions	Disposals	Reclassified as assets held for sale	Depreciation	Impairment loss	Closing balance
Artwork	2,079,127	-	(7,485)	-	-	(407,156)	1,664,486

Asset condition was taken account of when determining whether the asset should be impaired.

Reconciliation of heritage assets – 31 March 2013

	Opening balance	Additions	Disposals	Reclassified as assets held for sale	Depreciation	Impairment loss	Closing balance
Artwork	1,259,230	832,951	-	(12,752)	-	(302)	2,079,127

There are no restrictions on title and disposal of heritage assets.
Heritage assets are not pledged as securities for liabilities.

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

9. Intangible assets

(All figures in Rand)

	31 March 2014			31 March 2013		
	Cost	Accumulated depreciation and impairment losses	Carrying amount	Cost	Accumulated depreciation and impairment losses	Carrying amount
Computer software	127,336,560	(52,494,468)	74,842,092	105,527,144	(41,235,684)	64,291,460
Intangible assets under development	1,349,999	-	1,349,999	-	-	-
	128,686,559	(52,494,468)	76,192,091	105,527,144	(41,235,684)	64,291,460

Reconciliation of intangible assets – 31 March 2014

	Opening balance	Additions	Amortisation	Impairment loss	Closing balance
Computer software	64,291,460	21,809,416	(11,258,784)	-	74,842,092
Intangible assets under development	-	1,349,999	-	-	1,349,999
	64,291,460	23,159,415	(11,258,784)	-	76,192,091

Impairment losses relate to software packages that were used by the Electoral Commission in the prior year and were not fully amortised. New updated versions were acquired in the current financial year.

Reconciliation of intangible assets – 31 March 2013

	Opening balance	Additions	Amortisation	Impairment loss	Closing balance
Computer software	57,980,515	17,867,151	(11,556,206)	-	64,291,460

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

10. Non-current assets held for sale and assets of disposal groups

31 March 2014			
	Cost	Accumulated depreciation	Carrying amount
Opening balance	13,126,419	(10,027,276)	3,099,143
Computer equipment	5,527	(5,498)	29
Office machines and equipment	36,509	(35,060)	1,449
Furniture and fittings	750	(450)	300
Heritage assets (artwork)	-	-	-
Appliances	-	-	-
Motor vehicles	(193,415)	116,049	(77,366)
Sub-total	12,975,790	(9,952,235)	3,023,555
Less: Disposals	(11,487,893)	8,466,547	(3,021,346)
Less: Increase in impairment allowance – non-current assets held for sale	-	(1,760)	(1,760)
Total	1,487,897	(1,487,448)	449

Non-current assets held for sale and assets of disposal groups represent assets approved by the Electoral Commission for disposal. The assets will be disposed of during the 2014/15 financial year.

31 March 2013			
	Cost	Accumulated depreciation	Carrying amount
Opening balance	11,618,063	(7,750,381)	3,867,682
Computer equipment	121,939	(115,017)	6,922
Office machines and equipment	1,151,287	(1,017,054)	134,233
Furniture and fittings	321,154	(225,953)	95,201
Artwork	12,752	-	12,752
Appliances	19,231	(16,610)	2,621
Motor vehicles	606,338	(414,917)	191,421
Sub-total	13,850,764	(9,539,932)	4,310,832
Less: Disposals	(724,345)	528,826	(195,519)
Less: Increase in impairment allowance – non-current assets held for sale		(1,016,170)	(1,016,170)
Total	13,126,419	(10,027,276)	3,099,143

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	31 March 2014	31 March 2013
	R	R
11. Trade and other payables from exchange transactions		
Trade payables	57,523,499	33,959,197
Payroll payables	46,567,648	26,249,700
Deposits received	13,427,000	4,000
Sundry creditors	-	-
Accrued leave pay	-	-
Cheques and EFTs not presented for payment	1,693,448	2,984,003
Total	119,211,595	63,196,900

12. Operating lease liability

Operating lease straight lining		
Leases – straight lining	34,145,135	29,363,261
Total minimum lease payments		
Not later than one year	55,881,723	46,891,741
Later than one year and not later than five years	191,193,322	220,353,534
Later than five years	67,180,376	109,934,230
Total	314,255,421	377,179,505

The minimum lease payments reflected above relate to building lease commitments only. Other contractual commitments are included under Note 27.

Operating lease payments represent rentals payable by the Electoral Commission, including the National Office, nine provincial offices, 10 warehouses and 266 municipal offices. No contingent rent is payable. New contracts entered into have an average term of five to seven years and escalate at approximately 10% per annum. The Commission has leased 70 municipal electoral offices from various municipalities across the country at no cost.

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

13. Provisions

Reconciliation of provisions

	Opening balance	Reversed during the year	Additions	Closing balance
March 2014				
COIDA	104,920	(104,920)	518,399	518,399
March 2013				
COIDA	367,936	(263,016)	-	104,920

A provision is made for the estimated liability in respect of the Compensation for Occupational Injuries and Diseases Act, Act No. 61 of 1997 (COIDA) in respect of employees who are injured on duty. The COIDA provision is calculated based on estimated staff costs for the year at the rate determined by the Act. The final amount payable will be determined by the actual staff costs.

31 March 2014

R

31 March 2013

R

14. Foreign and local aid assistance

KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs	-	959,884
North West Local Government	-	4,435,286
Total	-	5,395,170

The Electoral Commission was appointed by the Department of Cooperative Governance and Traditional Affairs (CoGTA) to manage and deliver 296 traditional councils' elections in KwaZulu-Natal. The Department pledged R18,000,000 for the project, received in the 2011/12 financial year. The unused balance of R959,884 was refunded to the KwaZulu-Natal CoGTA in 2013/14 financial year.

The Electoral Commission was appointed by the Department of Local Government to manage and deliver traditional councils' elections in North West. The Department pledged an initial amount of R4,435,286 (2012/13) and additional R5 700 000 was received in 2013/14. The unused balance of R8,045,804 has been repaid in the current financial year.

These funds received are not included as income nor are the payments made out of these funds treated as expenses as these amounts are only administered by the Electoral Commission on behalf of the relevant parties or beneficiaries. The net amount is reported in the Statement of Financial Position as a current liability.

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	Note	31 March 2014 R	31 March 2013 R
15. Revenue from non-exchange transactions			
Parliamentary allocation		1,463,994,000	762,156,000
Total		1,463,994,000	762,156,000

16. Revenue from exchange transactions

Political party registration fees		21,000	8,100
Investment revenue		16,120,938	5,853,376
Other operating revenue	16.1	442,861	231,498
Total		16,584,799	6,092,974

Investment revenue represents interest received on cash and cash equivalents.

16.1 Other operating revenue

Tender deposits	-	4,800
Elections related revenue	79,695	7,620
Electoral Commission revenue	46,082	39,578
SMS services	255,072	2,911
Bad debt recovered	8,700	-
Exchange gain (Loss)	44,361	(4,535)
Other operating income	8,951	181,124
Total	442,861	231,498

17. Employee-related costs

Wages and salaries	494,027,624	325,401,704
Remuneration allowances	197,460	300,124
Employer contributions	57,279,258	38,249,696
Gratuities	17,050,952	4,904,112
Lump sums – retirement	2,565,020	-
Relocation costs	588,557	178,620
Total	571,708,871	369,034,256

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	31 March 2014	31 March 2013
	R	R
18. Goods and services		
Advertising	3,388,942	3,036,651
Bank charges	2,113,592	844,948
Catering	18,864,426	6,464,948
Communications and connectivity	42,674,710	28,943,840
Conferences and workshops	41,873,880	21,904,259
Consumables	2,112,348	1,349,851
Electoral staff subsistence and travel	74,339,031	5,870,253
Insurance	2,323,518	1,832,082
Inventory	20,750,162	3,328,802
Printing and stationery	29,822,467	5,538,988
Professional services	287,371,937	120,345,094
Property expenses - building rentals	67,501,751	60,242,121
Property expenses - other	12,537,730	11,639,458
Property expenses - voting station rentals	21,514,703	(33,910)
Rentals equipment	11,550,017	662,582
Software licences	20,838,433	15,561,418
Storage and distribution costs	19,880,938	4,703,628
Study expenditure	729,974	1,159,868
Subscriptions and membership fees	1,618,718	895,420
Subsistence and travel	22,147,246	7,444,031
Sundry expenditure	399	37,987
Travel expenses	36,869,645	23,792,208
Total	740,824,567	325,564,527

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	31 March 2014	31 March 2013
	R	R
19. Depreciation, amortisation and impairment		
Amortisation	11,258,784	11,556,206
Depreciation	46,982,548	44,818,955
Increase in impairment allowance – heritage assets	407,156	-
Increase in impairment allowance – property, plant and equipment	101,035	122,449
Increase in impairment allowance – non-current assets held for sale	1,760	1,016,170
Total	58,751,283	57,513,780
20. Audit fees		
Auditor-General	5,416,921	4,510,098
21. Finance costs		
Interest paid on late payments to suppliers	15,781	7,852
Total	15,781	7,852
22. Debt impairment		
Write offs	214	111,387
Debt impairment	240,722	(6,136)
Total	240,936	105,251

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	31 March 2014	31 March 2013
	R	R
23. Repairs and maintenance		
Appliances	16,049	7,916
Computer equipment	3,208,064	2,467,489
Motor vehicles	3,097,932	1,990,949
Buildings	2,502,424	1,951,520
Voting stations	46,955	-
Equipment	22,416,093	3,011,260
Furniture and fittings	22,444	5,793
Total	31,309,961	9,434,927

24. Surplus/(deficit) on disposal of assets

Surplus/(deficit) on disposal of property, plant and equipment	(1,059,935)	575,628
Surplus/(deficit) on disposal of assets held for sale	(127,689)	-
Total	(1,187,624)	575,628

25. Income taxation

No provision is made for income taxation, as the Electoral Commission is exempt from taxation in terms of legislation.

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	Note	31 March 2014 R	31 March 2013 R
26. Cash generated from operations			
Surplus/(deficit) for the year		71,122,855	2,653,911
Adjustments for:			
Depreciation, amortisation	19	58,751,283	57,513,780
Deficit/(surplus) on sale of assets	24	1,187,624	(575,628)
(Decrease)/increase in impairment allowance – receivables		237,621	-
Movements in operating lease liability and accruals		4,781,874	8,087,514
Movements in provisions		413,479	(263,016)
Changes in working capital:			
Decrease/(increase) in inventories		(31,657,254)	2,631,040
(Increase)/decrease in trade and other receivables from exchange transactions		(5,877,126)	(21,690)
(Decrease)/increase in trade and other payables from exchange transactions		56,014,695	21,846,778
Increase/(decrease) in foreign and local aid assistance		(5,395,170)	1,178,216
Total		149,579,881	93,050,905

27. Commitments

Commitments for capital expenditure		
Contracted but not provided for	296,565	-
Commitments for operational expenditure		
Contracted	125,795,145	38,273,087
Approved but not contracted	22,095,780	297,969,000
Total	148,187,490	336,242,087

Commitments disclosed take into consideration the escalation clauses as per the contractual agreements.

Capital commitment is a motor vehicle ordered for the Gauteng provincial office, which was delivered shortly after year-end.

The operating lease commitments have been disclosed in the operating lease liability note (Note 12).

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	31 March 2014	31 March 2013
	R	R
28. Contingencies		
Legal claims	10,140,945	-
Staff claim	457,623	-
Total	10,598,568	-

"Legal claims" relate to civil claims against the Electoral Commission, while "staff claim" relates to a case that is currently with CCMA. These claims are not expected to succeed.

29. Financial instrument risk management

Financial risk management

The Electoral Commission's activities have limited exposure to financial risk, liquidity risk and cash flow risk. Risk management is carried out by the Executive Risk Management Committee under policies approved by the Commission. The Electoral Commission has developed a comprehensive risk strategy in terms of Treasury Regulation 28.1 in order to monitor and control these risks. The risk management process relating to each of these risks is discussed under the headings below.

Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash through proper management of working capital, capital expenditure and cash. Due to the dynamic nature of the underlying operations, the Electoral Commission aims to maintain sufficient funding through a robust Medium-term Expenditure Framework (MTEF) budgeting process.

The following are the contractual maturities of financial liabilities:

	Carrying amounts R	Contractual cash flow R	1–12 months R	2–5 years R	Later than 5 years R
2014					
Trade and other payables	119,211,595	119,211,595	119,211,595	-	-
2013					
Trade and other payables	63,196,900	63,196,900	63,196,900	-	-

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	31 March 2014	31 March 2013
	R	R

Credit risk

The Electoral Commission trades only with recognised, credit worthy customers. Receivables are monitored on an ongoing basis with the result that exposure to bad debts is not significant. For transactions that do occur out of the country, debts only result from signed agreements.

With respect to credit risk arising from cash and cash equivalents, cash is placed with authorised financial institutions. The carrying amounts of the financial assets represent the maximum credit exposure.

The maximum exposure at the reporting date was:

Cash and cash equivalents	153,096,797	79,368,444
Trade and other receivables from exchange transactions	22,910,134	17,270,629
Total	176,006,931	96,639,073

The maximum exposure to credit risk for trade receivables at the reporting date by major customer cluster was:

Cash collateral provided (Note 5)	9,136,872	8,131,431
Accrued interest – major South African banks	287,698	72,040
Sundry receivables – staff and suppliers (Note 5)	1,564,990	1,356,042
Less: Impairment allowance	(576,985)	(339,364)
Total	10,412,575	9,220,149

Impairment Losses

The ageing of trade receivables net of the allowance for credit losses at the reporting date was:

Not past due	10,412,575	9,220,149
Past due 0 – 30 days	-	-
Past due 31 – 120 days	-	-
Past due 121 – 365 days	-	-
Past due – more than a year	-	-
Total	10,412,575	9,220,149

The due date of invoices is determined as being 30 days after the invoice date.

An amount of R576,985 has been provided for as doubtful debts and is included in the amounts disclosed above. This provision relates to identified invoices older than 365 days that were not committed for payment.

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	31 March 2014	31 March 2013
	R	R

Interest rate risk

The Electoral Commission's exposure to the risk of changes in market interest rates relates primarily to cash in current accounts and notice deposits held with banks.

Cash and cash equivalents	153,096,797	79,368,444
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Cash flow

The Electoral Commission manages its cash flow risk by aligning the monthly parliamentary allocation to its estimated monthly activity levels.

Parliamentary allocation	1,463,994,000	762,156,000
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Fair value

The Electoral Commission considers that the carrying amounts of trade and other receivables, cash and cash equivalents together with trade and other payables approximate to their fair values.

Trade and other receivables from exchange transactions	22,910,134	17,270,629
Cash and cash equivalents	153,096,797	79,368,444
Trade and other payables from exchange transactions	119,211,595	63,196,900

Foreign exchange risk

The Electoral Commission does not, in the normal course of business, operate internationally and has limited exposure to foreign exchange risk arising from various currency exposures. Transactions in foreign currency are primarily overseas subsistence and travel allowance.

Analysis of allowances for credit loss is as follows:

Written to income statement	339,364	129,926
Increase in provisions	237,621	209,438
Closing balance	576,985	339,364

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

30. Related parties

Key management compensation

	Salary	Short-term benefits	Heightened activity	Termination benefits	Total 2014	Total 2013
Commissioners						
Chairperson	1,426,641	836,751	-	-	2,263,392	2,156,503
Deputy Chairperson	1,159,139	836,751	-	-	1,995,890	1,900,725
Full-time Commissioner	1,159,139	836,751	-	-	1,995,890	1,900,725
Part-time Commissioner	562,088	-	-	-	562,088	443,788
	4,307,007	2,510,253	-	-	6,817,260	6,401,741

One of the Commissioners is a judge and is not remunerated by the Electoral Commission.

Executive management salaries						
Chief Electoral Officer	1,658,640	569,462	231,297	-	2,459,399	1,946,282
Deputy Chief Electoral Officer *	1,343,807	175,543	203,371	1,501,592	3,224,313	1,910,847
Deputy Chief Electoral Officer	1,269,357	186,883	176,558	-	1,632,798	1,526,400
Deputy Chief Electoral Officer	1,291,403	187,773	130,384	-	1,609,560	-
Deputy Chief Electoral Officer/ Chief Financial Officer	1,231,288	182,215	171,127	-	1,584,630	1,002,821
Chief Information Officer	1,175,829	175,166	163,804	-	1,514,799	1,378,119
	7,970,324	1,477,042	1,076,541	1,501,592	12,025,499	7,764,469
Total related parties	12,277,331	3,987,295	1,076,541	1,501,592	18,842,759	14,166,210

Executive managers are members of the GEPF and will receive benefits in terms of the rules of the fund. Commissioners do not qualify for membership of the GEPF.

2014:* Assets with a book value of R18,686.00 were sold to Deputy Chief Electoral Officer (Corporate Services) for R18,686.00 realising a net surplus on disposal of R nil. 2013: No assets were sold to related parties.

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	31 March 2014	31 March 2013
	R	R
Related party transactions		
Represented Political Parties Fund	868,109	811,874

31. Irregular expenditure

Opening balance	80,883,715	49,630,857
Add: Irregular expenditure incurred in the current year	31,205,971	28,228,022
Add: Irregular expenditure incurred in previous years identified in current year	107,216	3,024,836
Total	112,196,902	80,883,715

Irregular expenditure relates to non-compliance with Treasury Regulations and the Preferential Procurement Policy Framework Act (PPPFA).

Irregular expenditure incurred		
Failure to obtain a tax clearance certificate in the current year	173,750	463,192
The failure to obtain tax clearance certificates is expenditure incurred in this year, for which no tax clearance certificate was obtained. Steps have been put in place to prevent recurrence.		
Failure to comply with minimum local content requirements	123,120	-
This failure related to urgent procurement of gazebos to provide temporary infrastructure in a high security risk area where access to the registration station was compromised at short notice. All other procurement procedures were adhered to.		
Trading with a restricted supplier	185,141	-
Purchase orders were issued to suppliers who are on Treasury's list of restricted suppliers		
Failure to obtain a tax clearance certificate in prior years	1,402,748	1,499,013
The failure to obtain tax clearance certificates is expenditure incurred in previous years under contracts entered into in prior years, identified in this year. Procedures have been implemented to prevent recurrence.		
Riverside Office Park – rentals	28,443,037	26,073,872
The Riverside Office Park transaction has been the subject of an investigation by the Public Protector and a forensic investigation.		
Other current year non-compliance	878,175	191,945
Expenditure incurred in the current year where procurement processes were non-compliant. There is no loss to the Commission, and procedures have been implemented to prevent recurrence.		
Total incurred	31,205,971	28,228,022

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

	31 March 2014	31 March 2013
	R	R
Expenditure awaiting condonation		
Riverside Office Park – rentals		
2013/14 expenditure	28,443,037	-
2012/13 expenditure	26,073,872	26,073,872
2011/12 expenditure	23,902,201	23,902,201
2010/11 expenditure	13,241,203	13,241,203
Failure to obtain a tax clearance certificate	9,711,006	7,984,632
Failure to indicate evaluation criteria on requests for quotations over R30,000.	9,404,945	9,404,945
Other non-compliant procurement	1,420,638	276,862
Total	112,196,902	80,883,715

32. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure		
Made up as follows:		
Opening balance	7,852	20,445
Add: Fruitless and wasteful expenditure in the current year	36,868	12,577
Less: Amounts written off	-	(20,445)
Less: Amounts recovered	(4,937)	(4,725)
Total	39,783	7,852

Amounts are being investigated and will either be written off or transferred to debtors.

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

33. Change in estimate

Useful life review – property, plant and equipment

As per the accounting policy, the Electoral Commission reviews the useful lives of all the asset classes at the end of each reporting period. In management's best estimate, there was a change in estimate of the useful lives of the following asset classes:

	Cost	Accumulated depreciation	Net book value
	R	R	R
Computer equipment			
Before useful life review	146,907,257	(83,968,673)	62,938,584
After useful life review	146,907,257	(82,350,473)	64,556,784
Difference due to change in estimate	-	(1,618,200)	1,618,200
Office machines and equipment			
Before useful life review	38,310,806	(19,622,962)	18,687,844
After useful life review	38,310,806	(19,293,449)	19,017,357
Difference due to change in estimate	-	(329,513)	329,513
Furniture and fittings			
Before useful life review	64,738,480	(17,578,874)	47,159,606
After useful life review	64,738,480	(17,542,816)	47,195,664
Difference due to change in estimate	-	(36,058)	36,058
Appliances			
Before useful life review	4,790,767	(2,191,600)	2,599,167
After useful life review	4,790,767	(2,181,493)	2,609,274
Difference due to change in estimate	-	(10,107)	10,107
Radios and cell phones			
Before useful life review	2,530	(1,926)	604
After useful life review	2,530	(1,744)	786
Difference due to change in estimate	-	(182)	182
Pre-fabricated buildings			
Before useful life review	6,375,153	(408,704)	5,966,449
After useful life review	6,375,153	(398,099)	5,977,054
Difference due to change in estimate	-	(10,605)	10,605
Leasehold Improvement			
Before useful life review	1,789,716	(1,551,194)	238,522
After useful life review	1,789,716	(1,487,842)	301,874
Difference due to change in estimate	-	(63,352)	63,352
Motor vehicles			
Before useful life review	64,333,264	(17,455,505)	46,877,759
After useful life review	64,333,264	(17,272,930)	47,060,334
Difference due to change in estimate	-	(182,575)	182,575
Total	-	(2,250,592)	(2,250,592)

Electoral Commission

Notes to the Annual Financial Statements for the year ended 31 March 2014

Useful life – review intangibles

	Cost	Accumulated depreciation	Net book value
	R	R	R
Software			
Before useful life review	127,336,560	(56,812,613)	70,523,947
After useful life review	127,336,560	(52,494,468)	74,842,092
Difference due to change in estimate	-	(4,318,145)	(4,318,145)

31 March 2014

R

31 March 2013

R

34. Reconciliation between budget and Statement of Financial Performance

Net surplus as per Statement of Financial Performance	71,122,855	2,653,911
Adjusted for:	(1,578,799)	(591,509)
Under/(over)-collection of income as per budget	(1,578,799)	(591,509)
Expenses not budgeted	80,910,396	70,514,441
Depreciation	46,982,548	44,818,955
Amortisation	11,258,784	11,556,206
Deficit/(surplus) on sale of assets	1,187,624	(575,628)
Debt impairment	240,936	(6,137)
Interest paid	15,781	7,852
Losses/(gains) on inventory	-	2,631,040
Lease equalisation	4,781,874	8,087,514
Increases/(decreases) in provisions	413,479	(263,016)
Leave pay accrual	16,073,731	4,248,394
Exchange rate (gain)/loss	(44,361)	9,261
Under-spending compared to budget	(130,886,058)	(47,091,328)
Net surplus/(deficit) as per approved budget	19,568,394	25,485,515

35. Non-adjusting events after reporting date

Commissioners have decided to approach the courts to review the Riverside Office Park lease agreement.

Electoral Commission

Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2014

Appendix A

	31 March 2014	31 March 2013
	R	R
INCOME	1,480,578,799	768,248,974
Parliamentary allocation	1,463,994,000	762,156,000
Political party registration fees	21,000	8,100
Interest received	16,120,938	5,853,376
Sponsorship income	-	-
Other	442,861	231,498
EXPENDITURE	1,407,141,084	765,595,063
Personnel expenditure	571,708,871	369,034,256
Salaries	494,027,624	325,401,704
- Permanent staff	368,371,055	312,384,381
- Temporary staff	119,195,317	10,858,005
- Voter education fieldworkers	35,168,039	(625,044)
- Election support	37,593,284	-
- By-elections	3,347,500	207,611
- Registration	7,270,982	-
- Expansion staff	35,815,512	11,275,438
- MEO Agents	6,461,252	2,159,318
Remunerative allowances - permanent staff	197,460	300,124
Gratuities - permanent staff	17,050,952	4,904,112
Lump sums - retirement	2,565,020	-
Employer's contributions	57,279,258	38,249,696
Deployment cost	-	-
Relocation cost	588,557	178,620

Electoral Commission

Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2014

Appendix A

	31 March 2014	31 March 2013
	R	R
Administrative expenditure	740,824,567	325,526,540
Electoral staff subsistence	74,339,031	5,870,253
Travel expenditure	36,869,645	23,792,208
Air transport	8,376,078	7,955,966
Hotel expenditure	11,467,019	6,330,411
Vehicle rental	5,241,740	1,927,275
Fuel	9,413,490	5,875,489
Other	2,371,318	1,703,067
Reimbursive travel	22,147,246	7,444,031
Communications and connectivity	42,674,710	28,943,840
Storage and distribution costs	19,880,938	4,703,628
Study Expenses	729,974	1,159,868
Subscriptions and membership fees	1,618,718	895,420
Advertising	3,388,942	3,036,651
Catering/Entertainment expenditure	18,864,426	6,464,948
- Democracy Development and voter education	1,869,105	3,447,221
- Other – corporate services	13,699,311	1,798,319
- Logistics and electoral matters	3,296,011	1,219,408
Insurance	2,323,518	1,832,082
Conferences and workshops	41,873,880	21,904,259
- Democracy development and voter education	11,762,574	10,432,346
- Other – corporate services	21,374,016	6,792,801
- Logistics and electoral matters	8,737,289	4,679,112
Consumables	2,112,348	1,349,851
Inventory	20,750,162	3,328,802
Printing and stationery	29,822,467	5,538,988
Software licenses	20,838,433	15,561,418
Rented equipment	11,550,017	662,582
Rental – Land and buildings	101,554,184	71,847,669
Building rentals	67,501,751	60,242,121
Rates and taxes	12,537,730	11,639,458
Voting station rentals	21,514,703	-33,910
Professional and other services	287,371,937	120,345,094
Private institutions	801,442	884,068
Legal costs	7,202,535	1,451,766
Contracted in	279,367,960	118,009,260
Bank charges	2,113,592	844,948
Depreciation and impairment	58,751,283	57,513,780
Audit costs	5,416,921	4,510,098
Finance cost	256,717	113,103
Maintenance and repairs	31,309,961	9,434,927
Sundry expenditure	399	37,987
Deficit on disposal/scraping of assets	1,187,624	(575,628)
Surplus for the year	71,122,855	2,653,911

Electoral Commission

Appendix B

Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2014

Relevant strategic objective	Total expenditure	Personnel expenditure	Administrative expenditure	Consumables	Equipment	Land and building rentals	Professional and other services
Internal Audit	11,740,096	2,220,256	55,609	42,534	-	-	9,421,697
Chief Electoral Officer	5,095,019	4,162,891	659,011	44,585	-	-	228,532
Commission Services	17,489,223	10,185,094	5,984,482	41,542	-	394,010	884,095
Total for Chief Electoral Office	34,324,338	16,568,241	6,699,102	128,661	0	394,010	10,534,324
Deputy Chief Electoral Officer	4,040,574	3,983,315	43,016	14,243	-	-	-
Risk and Legal Compliance Officer	-	-	-	-	-	-	-
Legal Services	11,318,437	1,449,170	336,355	920,444	-	-	8,612,468
Budget and Party Funding, Compliance Verification	3,602,902	3,403,609	141,858	57,435	-	-	-
Financial Services	24,879,925	6,758,226	219,938	53,041	15,678,740	-	2,169,980
Financial Management	8,490,189	1,831,044	307,725	35,296	-	-	6,316,125
Procurement and Asset Management	10,195,952	7,647,805	1,720,029	185,281	-	566,725	76,112
Human Resources	207,197,030	108,085,047	97,198,645.00	165,956	-	-	2,874,618
HR, Skills Development and Training, Support Services	1,870,092	1,820,758	40,487	8,847	-	-	-
Skills Development and Training	50,278,282	3,565,064	37,903,578	8,243,573	-	-	566,067
Support Services	61,174,124	6,619,373	3,698,035	477,621	159,999	38,479,741	11,739,355
Business Enterprise Systems	59,046,871	5,976,545	4,906	199,956	-	-	52,865,464
Information Communication Technology	28,910,275	1,515,068	69,549	476	20,791,581	-	6,533,601
IT Operations Services	68,854,922	3,235,118	306,480	48,117	-	-	65,265,207
Total for Corporate Services	540,986,812	155,890,142	141,990,601	10,410,286	36,630,320	39,046,466	157,018,997
Total for National Office: Administration	575,311,150	172,458,383	148,689,703	10,538,947	36,630,320	39,440,476	167,553,321

Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2014

Relevant strategic objective	Total expenditure	Personnel expenditure	Administrative expenditure	Consumables	Equipment	Land and building rentals	Professional and other services
Deputy Chief Electoral Operations	2,267,453	2,047,456	210,280	9,717	-	-	-
Delimitation, Voting, Counting, Results and By-elections	13,075,465	5,589,343	4,883,754	2,099,630	-	454,041	48,698
Electoral Matters	1,649,794	1,516,231	124,854	8,709	-	-	-
Candidate Nomination, Party Liaison, Voters' Roll and Registration	24,018,631	12,815,043	9,993,521	1,183,422	-	-	26,645
Infrastructure, Courier Services	72,168,813	8,415,551	21,944,516	2,524,194	-	35,032,172	4,252,380
Logistics and Infrastructure	3,844,341	1,926,783	44,888	15,738	-	-	1,856,932
Logistics	122,452,929	7,289,746	21,655,255	16,594,969	44,356,197	11,875,198	20,681,565
Total for Electoral Operations	239,477,428	39,600,153	58,857,068	22,436,379	44,356,197	47,361,411	26,866,220
Civic and Democracy Education	68,590,336	39,252,998	13,602,896	367,237	-	-	15,367,205
Civic Education, Research and Knowledge Management	1,570,578	1,545,724	22,835	2,019	-	-	-
Research, Library, Knowledge Management	16,572,400	3,046,770	99,585	5,981,130	-34,793	-	7,479,708
Communication	156,833,572	4,053,203	6,283,719	11,660,176	-	-	134,836,474
Deputy Chief Electoral Outreach	2,241,459	2,105,683	119,308	16,468	-	-	-
Total for Outreach	245,808,345	50,004,378	20,128,346	18,027,030	-34,793	0	157,683,387
Total for National Office: Operations	485,285,773	89,604,531	78,985,414	40,463,409	44,321,404	47,361,411	184,549,607
Total for National Office	1,060,596,923	262,062,914	227,675,117	51,002,356	80,951,724	86,801,887	352,102,928
Eastern Cape	59,126,635	54,588,455	2,281,238	225,773	-	1,562,446	468,723
Free State	29,342,789	25,686,736	1,547,088	161,446	-	1,660,886	286,633
Gauteng	34,777,003	31,296,362	1,073,016	244,040	17,582	1,813,185	332,818
KwaZulu-Natal	60,850,139	55,858,453	3,325,960	184,768	-	836,519	644,439
Mpumalanga	30,390,656	25,999,653	1,359,042	104,821	11,800	2,514,045	401,295

Electoral Commission **Appendix B**
Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2014

Relevant strategic objective	Total expenditure	Personnel expenditure	Administrative expenditure	Consumables	Equipment	Land and building rentals	Professional and other services
Northern Cape	30,359,897	26,471,575	1,818,087	130,326	44,249	1,608,250	287,410
Limpopo	42,543,183	37,177,905	2,834,986	174,837	-	1,925,282	430,173
North West	27,794,387	24,485,193	1,506,241	264,167	32,238	1,052,847	453,700
Western Cape	32,486,709	28,081,627	2,084,407	149,033	-	1,811,531	360,111
Total for regional offices	347,671,397	309,645,959	17,830,065	1,639,211	105,869	14,784,991	3,665,302
Departmental expenditure	1,408,268,320	571,708,873	245,505,182	52,641,567	81,057,593	101,586,878	355,768,230

Total Income	1,480,578,799
Surplus for the year	71,122,855
Unutilised surplus at 31 March 2013	348,169,455
Unutilised surplus at 31 March 2014	419,292,310

Contact Details

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Twitter: @IECSouthAfrica

Provincial offices

Province	City/town	Telephone	Fax	Physical address
Eastern Cape	East London	043 709 4200	043 722 5331	The Mansions, 14 Ganteaume Crescent, Quigney, East London
Free State	Bloemfontein	051 401 5000	051 430 7585	NRE Building, 161 Zastron Street, Westdene, Bloemfontein
Gauteng	Johannesburg	011 644 7400	011 644 7448	1st Floor, A-Block, Empire Park, 55 Empire Road, Parktown, Johannesburg
KwaZulu-Natal	Durban	031 279 2200	031 279 2226	Westville Civic Centre, Main Building, William Lester Drive, Westville
Limpopo	Polokwane	015 283 9100	015 297 2506	5 Dimitri Crescent, Platinum Park, Bendor, Polokwane
Mpumalanga	Nelspruit	013 754 0200	013 753 2564	Nelpex Building, 13 Van Rensburg Street, Nelspruit
North West	Mafikeng	018 391 0800	018 391 0851	Protea Office Park, 103 Sekame Street, Mmabatho, Mafikeng
Northern Cape	Kimberley	053 838 5000	053 831 8095	Block 4, Mornridge Office Park, cnr. Kekewich & Memorial Roads, Monument Heights, Kimberley
Western Cape	Cape Town	021 910 5700	021 910 4965	The Bridge, 1 st Floor, Unit 4, 304 Durban Road, Bellville, Cape Town

A 6x6 grid of 36 images showing various scenes of election administration and community engagement. The images include individuals, groups of people, and various election-related activities such as setting up voting stations, distributing materials, and people voting.

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