

# Electoral Commission

## Annual Report

# 2015



**Cover image:** The statue of Chief Tshwane looks out over voters in Pretoria's central business district as they queue on 7 May 2014 at the temporary voting station at the Pretoria City Hall to make their mark in the 2014 National and Provincial Elections.

**Source:** Government Communication and Information System (GCIS)

# ELECTORAL COMMISSION

## ANNUAL REPORT 2015



**SOUTH AFRICA**

### The Honourable B Mbete

Speaker of the National Assembly

We have the honour of submitting the Annual Report of the Electoral Commission for the period 1 April 2014 to 31 March 2015.

A handwritten signature in black ink, appearing to read 'T. Tselane'.

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**Terry Tselane**  
Vice-Chairperson

31 July 2015

A handwritten signature in black ink, appearing to read 'Mosotho Moepya'.

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**Mosotho Moepya**  
Chief Electoral Officer

31 July 2015

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# PART A

## General information

## ABBREVIATIONS AND ACRONYMS

AGSA	Auditor-General of South Africa
API	Application Programming Interface
APP	Annual Performance Plan
A-WEB	Association of World Election Management Bodies
BOM	Bill of Materials
BMS	Building Management System
BPG	Ballot Paper Generation
CAE	Chief Audit Executive
CCMA	Commission for Conciliation, Mediation and Arbitration
CEO	Chief Electoral Officer
CFO	Chief Financial Officer
CGU	Cash-generating unit
CMS	Content management system
CSO	Civil Society Organisation
COIDA	Compensation for Occupational Injuries and Diseases Act
Commission	The Electoral Commission established in terms of section 6(1) of the Electoral Commission Act, Act No 51 of 1996, i.e., the members appointed by the President
DCEO	Deputy Chief Electoral Officer
DeafSA	Deaf Federation of South Africa
DEF	Democracy Education Facilitator
Electoral Commission	The Commission as defined in section 3(1) of the Electoral Commission Act, Act No 51 of 1996, i.e., the organisation
EDDE	Electoral Democracy Development and Education
EE	Employment Equity
EPC	Electoral Project Coordinator
ERMC	Executive Risk Management Committee
ESS	Electoral Staff System
EXCO	Executive Committee
FIM	Forefront Identity Manager
FMPPi	Framework for Managing Programme Performance Information
GEPF	Government Employees' Pension Fund
GRAP	Generally Recognised Accounting Practice
HSRC	Human Sciences Research Council
IIA	Institute of Internal Auditors
ICPS	International Centre for Parliamentary Studies
ICT	Information and Communication Technology
International IDEA	International Institute for Democracy and Electoral Assistance
IEC	Independent Electoral Commission
ISP	Internet Service Provider
IVR	Integrated Voice Response
KOCEI	Korean Civic Institute of Democracy
LAN	Local Area Network
LEAD	Legal Education and Development (of the Law Society of South Africa)

LGE	Local Government Elections
LIS	Logistics Information System
LSSA	Law Society of South Africa
MEO	Municipal Electoral Officer
MoA	Memorandum of Agreement
MOC	Municipal Outreach Coordinator
MoU	Memorandum of Understanding
MRP	Materials Requirements Plan
MTEF	Medium-term Expenditure Framework
NAD	National Address Dictionary
NCF	National Coordinating Forum
NEHAWU	National Education, Health and Allied Workers' Union
NLS	National Language Service
NPE	National and Provincial Elections
NPLC	National Party Liaison Committee
NPR	National Population Register
OHS	Occupational Health and Safety
PAA	Public Audit Act of South Africa
PBSU	Programmable Barcode Scanner Unit
PFMA	Public Finance Management Act
PLC	Party Liaison Committee
PPFA	Preferential Procurement Policy Framework Act
PR	Proportional representation
QCTO	Quality Council for Trades and Occupations
RBIAP	Risk-based Internal Audit Plan
RCL	Representative Council of Learners
REC I	Registration Application Form
ROC	Results Operations Centre
RPPF	Represented Political Parties Fund
SABC	South African Broadcasting Corporation
SADC	Southern African Development Community
SAN	Storage Area Network
SANCB	South African National Council for the Blind
SAP	Systems, Applications and Products
SITA	State Information Technology Agency
SMS	Senior Management Service
UBT	Universal Ballot Template
Unisa	University of South Africa
UPS	Uninterrupted power supply
USA	United States of America
USSD	Unstructured supplementary services data
VAT	Value-added Tax
VD	Voting district
VEC I0	Overseas registration form
VSO	Voting Station Operations
WAN	Wide Area Network
WSUS	Windows Server Update Services

# Vice-Chairperson's message

The Electoral Commission is proud to present its annual report for the 2014/15 financial year.

The reporting period marks the 20th anniversary of the dawn of democracy in South Africa and exactly 18 years since the establishment of the Electoral Commission. This period coincided with the preparations for the fifth National and Provincial Elections. Most of the Commission's activities were therefore focused on preparing for these elections.

The country has, without a doubt, made huge strides since the advent of democracy, and has developed values and principles by which South Africans should live. Such values and principles are enshrined in the Constitution of the Republic of South Africa.

General political developments provided a real test of the country's resolute adherence to its constitutional imperatives. It was clear that South Africans were keen to contribute towards entrenching their electoral democracy.

The enthusiasm of South Africans to participate in their democracy became evident in the number of voters who registered to participate in these elections. More than 25 million people were registered to take part in the 2014 National and Provincial Elections, a figure that far exceeded expectations. The registered population represented 80.8% of the total voting-age population of 31 434 035, based on the 2011 census data. Females represented 54.9% of the total registered population. The voters' roll recorded a net growth of 2 208 153 voters since the 2009 elections.

Political parties are key stakeholders in an election. A political party that intends to contest an election for a legislative body must be registered with the Electoral Commission in terms of section 15 of the Electoral Commission Act (Act 51 of 1996). The Commission remains grateful for the patriotic spirit that political parties displayed during this reporting period. In the spirit of multi-partyism, this period saw a notable increase in the number of political parties that sought registration with the Electoral Commission. A total of 222 political parties were registered with the Electoral Commission during this period, 152 of which were registered at the national level. During the 2014 National and Provincial Elections, 45 political parties registered to take part in the elections, compared to 40 in the 2009 National and Provincial Elections. Even with the increase in registered political parties, their working relationships with the Electoral Commission remained constructive. Where serious legal differences were experienced, legal and constitutional means were used to resolve them. The Electoral Commission did everything possible to communicate with political parties and other stakeholders to promote conditions conducive to free and fair elections.

The Electoral Commission pioneered several initiatives to meet the challenges brought about by South Africa's maturing democracy. Such initiatives are a result of our steadfastness in ensuring that the Electoral Commission remains an independent, effective and impartial organisation. Over the years, and since its inception, the Electoral Commission has developed a cadre of professional and efficient elections administrators through internal programmes and through participation in technical assistance initiatives in other countries. These initiatives and programmes have culminated in an outstanding team that carries out its activities efficiently and with conviction. The Commission is confident in and proud of its team's ability to meet any challenges with respect to elections management and administration in South Africa.



**Terry Tselane, Vice-Chairperson**



One of the initiatives introduced during these elections was legislation that enabled South Africans living abroad to register to vote in the countries in which they found themselves. These South Africans, together with those who were abroad and who had registered to vote previously, were given special opportunities to vote ahead of Election Day in South Africa on 7 May 2014.

The Commission continues to play a critical role internationally through active membership of the International Institute for Democracy and Electoral Assistance (International IDEA), the Commonwealth Electoral Network, the International Centre for Parliamentary Studies (ICPS), the Electoral Commissions Forum of Southern African Development Community (SADC) countries and the Association of World Election Management Bodies (A-WEB). The Commission also enjoys strong relationships with other electoral management bodies on the African continent and beyond. During this reporting period, it participated in various international forums convened under the auspices of the Electoral Commissions Forum of SADC countries. It sent delegations to observe elections and sent its staff to provide assistance with and learn about the management of elections in other countries. The Commission also received delegations from many countries on the continent and further afield for purposes of observing the elections, sharing best practices and benchmarking.

During the period under review, the Electoral Commission worked very closely with its sister organisations in implementing programmes that promote and support constitutional democracy. We will ensure that our relationship with these institutions is strengthened further in order to develop meaningful engagement and to deliver on our constitutional mandate in the service of the nation.

The Commission continues to receive full co-operation from government at municipal, provincial and national levels. The scale of complexity and sensitivity of the Commission's mandate makes this co-operation a prerequisite for a successful election. Most departments and officials who were approached facilitated the Commission's work.

Commissioners have approached the High Court to set aside the Riverside Office Park lease agreement, and have embarked on disciplinary processes in respect of employees as recommended by the Public Protector and the forensic audit reports.

The Chairperson of the Electoral Commission, Advocate Pansy Tlakula, resigned with effect from 1 October 2014, and Commissioner Raenette Taljaard resigned with effect from 1 March 2015. During their respective tenures as commissioners, they made invaluable contributions to the work of the Electoral Commission and to deepening electoral democracy at home, on the African continent and around the world. The President has not yet filled the position of Chairperson, and in terms of section 8 of the Electoral Commission Act, the Vice-Chairperson performed the statutory duties of Chairperson.

Finally, the Commission would like to express its appreciation for the enthusiastic support it received during this reporting period from a number of institutions, including Parliament, political parties and civil society organisations, faith-based organisations, traditional leaders and the public in general.

**Terry Tselane**

**Vice-Chairperson**

31 July 2015

# Chief Electoral Officer's message

## 2014 National and Provincial Elections

The commencement of the financial reporting period almost coincided with the country's fifth democratic elections. The elections for the constitution of the fifth Parliament, as well as the provincial legislatures, were conducted on 7 May 2014. Despite common characteristics that underpin democratic elections in our country, each election has its own salient factors. The 2014 National and Provincial Elections were no different.

The first quarter of the reporting period was dedicated to the delivery of the elections. Elections observers, both domestic and international, found these elections to have been credible, free, fair and transparent. The 2014 National and Provincial Elections culminated in the public declaration of results at an event that included all major stakeholders in the electoral process, including government, Parliament, the corporate sector and non-governmental organisations. The Electoral Commission is committed to registering qualitative improvements with each successive election, and these elections demonstrated this commitment to a large extent.

Post-elections processes were as important as the quality of the election itself. Details of elected candidates had to be published and their details transmitted to the relevant legislative authorities for purposes of constituting the elected representative assemblies.

Increased political contestation in our country found expression in the ever-increasing number of political parties on the Register of Political Parties. This is the basis upon which contestants are drawn in the electoral contest. As at the end of the financial year, 222 political parties were registered on the Electoral Commission's party registration system. The country's electoral system is essentially political party-based. It stands to reason that the fundamental rights accorded to citizens in terms of section 19 of the Constitution are

finding practical expression when citizens are able to constitute themselves into parties and agree to jointly pursue certain political aspirations.

Furthermore, electoral contestants increased with a record number of political parties contesting the seats in the ten legislatures. Twenty-nine political parties contested the elections of the National Assembly. The Western Cape had the highest number of contestant parties (25 parties) for a provincial legislature.

The Constitution entreats the Electoral Commission to register citizens on a national common voters' roll. As at the close of the financial year, there were 25 161 799 registered voters on the voters' roll. This roll is maintained throughout the year, and in the reporting period, a significant number of address details were added to the records of registered voters.

## General financial review of the Electoral Commission

The Electoral Commission received R1.554 billion for the year under review by way of a Parliamentary Grant. Sundry income, consisting largely of sponsorship income of R20.8 million and interest earned of R10.0 million brought the Electoral Commission's total income to R1.585 billion for the year under review. Expenditure reflected in the annual financial statements, on the accruals basis, was R1.616 billion, giving an accounting deficit of R31 million.

The Electoral Commission budgets on a cash basis in line with the allocations voted, and in the 2014/15 financial year, an amount of R150 million remained, which will be rolled over into 2015/16. Included in the rollover is an amount of R120 million of savings committed to funding the replacement of registration technologies (zip-zips) in 2017/18. Overall, the Electoral Commission has succeeded in maintaining its spend within budget.

In an election year, such as this one, the balance sheet reflects lower levels of both current assets and liabilities at year end, as the bulk of the activity is in the first quarter of the year, as reflected in the comparative figures.

Inventories that were purchased in 2013/14 for the upcoming elections were reflected at R43.0 million as at the last year end, compared to R7.9 million as at 31 March 2015, reflecting use for the elections. Cash balances are at R157.4 million, which includes the cash reserved to assist in funding the zip-zip replacements. Payables are at R72.9 million, compared to R119.2 million in 2013/14, which reflected the increase in activity at the end of last year as the Electoral Commission ramped up towards the elections.



**Mosotho Moepya, Chief Electoral Officer**

## 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 note the influence of the higher number of voting stations, as a result of the increase in the number of registered voters, on expenditure trends.

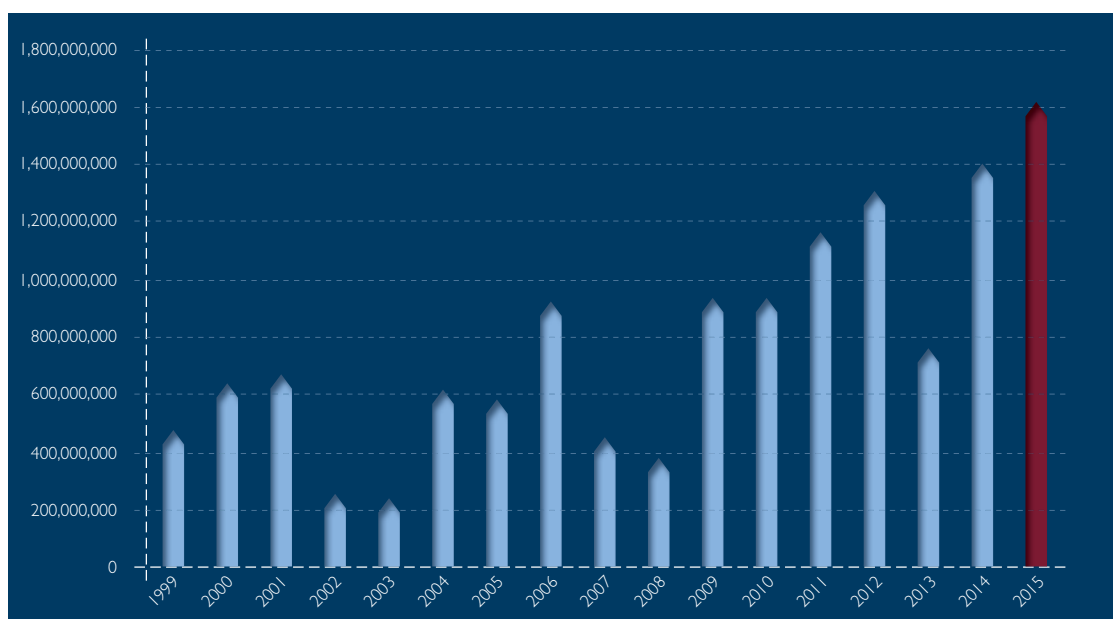


Figure 1: Expenditure trends since 1999

## Capacity constraints and challenges facing the Electoral Commission

The Electoral Commission now has a full-time establishment of 1 031 permanent members of staff. As at 31 March 2015, 920 posts were filled. In the peak election period early in the financial year, this was expanded with the employment of fixed-term staff, including 315 assistant project coordinators, 240 municipal outreach coordinators and 1 341 democracy education facilitators. In addition, some 211 000 temporary staff members were employed in various capacities to assist at voting stations in the election period, supplemented by 4 656 area managers.

The employment of temporary staff in these numbers presents challenges. One of the key areas of focus of the Electoral Commission is to continuously identify and address training needs. This is particularly the case for staff at voting stations who have statutory responsibilities, and who are the public face of the organisation on Election Day.

As is normal practice, the Electoral Commission engaged in structured and extensive debriefing sessions across a number of stakeholder groups after the May 2014 elections. The objective of this process was to review the Commission's overall operating model to ensure that it remains relevant in servicing its stakeholders, and to identify improvements in processes that can be incorporated into plans for the Local Government Elections in 2016.

## Supply chain management

The Electoral Commission has sound supply chain management practices, supported by a procurement policy and standard operating procedures, which have assisted in reducing irregular expenditure over the past few years. In 2014/15, irregular expenditure of R6.4 million was incurred, resulting from failures in that year. This represents 0.4% of the expenditure for the year. During the year under review, the Bid Adjudication Committee met 40 times. A total of 140 auctions were run on eProcurement, and 40 tender advertisements were published. No unsolicited bids were accepted.

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

The Electoral Commission received an unqualified audit in 2013/14 with no matters of emphasis. The focus for 2014/15 has been on sustaining this performance. The challenge in an election year is to ensure that procurement processes are compliant, and that adequate supporting documentation can be provided for the audit of payments to registration and other temporary staff categories, as well as for the 22 263 voting stations.

## Events after the reporting date

I am not aware of any matters or circumstances arising subsequent to the end of the financial year that may materially affect the financial statements or the annual report.

## Other matters that need to be communicated to users of the financial statements

Matters relevant to users' understanding of the financial statements have been included in the Accounting Officer's report on the financial statements.

## 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, understanding the importance of its mandate, so that we could once again present a report of which the Electoral Commission can be proud.

## Mosotho Moepya

Chief Electoral Officer

31 July 2015



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NB: TO BE FILLED IN BY PRESIDING OFFICER BEFORE VOTING STARTS

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## STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

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

All information and amounts disclosed in this annual report are consistent with the annual financial statements audited by the Auditor-General of South Africa (AGSA).

The annual report is complete, accurate and free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

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.

The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgments made in this information.



**Chief Electoral Officer**  
**Mosotho Moepya**

31 July 2015

The Accounting Officer is responsible for establishing and implementing a system of internal control, designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

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, performance information, human resources information and financial affairs of the Electoral Commission for the financial year ended 31 March 2015.

Yours faithfully



**Vice-Chairperson**  
**Terry Tselane**

31 July 2015

## STRATEGIC OVERVIEW

### ■ Vision

To be a pre-eminent leader in electoral democracy

### ■ 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.

### ■ 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:

- Impartiality
- Integrity
- Accountability
- Transparency
- Participation
- Responsiveness
- Respect

### ■ Strategic outcome-orientated goals

The strategic outcome-oriented goals of the Electoral Commission are as follows:

- a) strengthening governance, institutional excellence, professionalism and enabling business processes at all levels of the organisation;
- b) achieving pre-eminence in the area of managing elections and referenda, including the strengthening of a co-operative relationship with political parties; and
- c) strengthening electoral democracy.

These include to:

- (a) manage any election;
- (b) ensure that any election is free and fair;
- (c) promote conditions conducive to free and fair elections;
- (d) promote knowledge of sound and democratic electoral processes;
- (e) compile and maintain a voters' roll by means of a system of registering eligible voters by utilising data available from government sources and information furnished by voters;
- (f) compile and maintain a register of parties;
- (g) establish and maintain liaison and co-operation with parties;
- (h) undertake and promote research into electoral matters;
- (i) develop and promote the development of electoral expertise and technology in all spheres of government;
- (j) continuously review electoral legislation and proposed electoral legislation, and make recommendations in connection therewith;
- (k) promote voter education;
- (l) promote co-operation with and between persons, institutions, governments and administrations for the achievement of its objects;
- (m) declare the results of elections for national, provincial and municipal legislative bodies within seven days after such elections;
- (n) adjudicate disputes which may arise from the organisation, administration or conducting of elections and which are of an administrative nature; and
- (o) appoint appropriate public administrations in any sphere of government to conduct elections when necessary.

The duties and functions of the Electoral Commission in respect of the elections of the National Assembly and provincial legislatures are also defined in the Electoral Act (Act 73 of 1998). This Act includes, among other things, the maintenance of the national common voters' roll and the requirements for registration as a voter. It furthermore 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.

The Municipal Electoral Act (Act 24 of 2000) deals with the specific nature of local government elections. It provides for the administration of candidate nominations and all other related voting and counting issues. As in the case of the Electoral Act, appropriate regulations have been published in support of the provisions of this Act.

The Municipal Structures Act (Act 117 of 1998) provides for the establishment, management and functions of the various municipalities, as well as an electoral system and seat calculation formulae (the conversion of votes into seats). This legislation is required to conclude the results process for the election of municipal councils.

### ■ Policy mandates

The Electoral Commission undertakes its work independently within the Republic of South Africa, but is often called upon to assist in South Africa's international relations and to undertake electoral assistance in other countries. This happens at the behest of the Department of International Relations and Cooperation. Requisite funding for this activity is obtained from the government of the Republic of South Africa.

## LEGISLATIVE AND OTHER MANDATES

The Electoral Commission is a constitutional institution that falls under Schedule 1 of the Public Finance Management Act (PFMA) (Act 1 of 1999).

### ■ Constitutional mandate

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

- (a) manage elections of national, provincial and municipal legislative bodies in accordance with national legislation;
- (d) 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.

### ■ Legislative mandates

The duties and functions of the Electoral Commission are defined in section 5 of the Electoral Commission Act (Act 51 of 1996).

## ORGANISATIONAL STRUCTURE



**Chairperson**  
**Adv. Pansy Tlakula**

(served from 1 April 2014 to 30 September 2014)



**Vice-Chairperson**  
**Terry Tselane**



**Commissioner**  
**Judge Thami Makhanya**



**Commissioner**  
**Rev. Bongani Finca**



**Commissioner**  
**Raenette Taljaard**

(served from 1 April 2014 to 28 February 2015)

### COMMISSION

The Commission has a mandate to support and promote constitutional democracy, and ensure the broader Electoral Commission not only complies with the law, but also keeps the spirit of the Constitution alive.

### CHIEF ELECTORAL OFFICER

The head of the administration of the Electoral Commission is the Chief Electoral Officer (CEO), who also functions as the organisation's accounting officer. The administration is organised into three divisions – Corporate Services, Electoral Operations, and Outreach – each headed by a Deputy Chief Electoral Officer.



**Mosotho Moepya**

Commission Services

Provincial Electoral Officers

Internal Audit

Office of the CEO



**Dr Nomsa Masuku**



**Sy Mamabolo**



**Fiona Rowley-Withey**

### OUTREACH

Outreach informs and educates the public on democracy and electoral processes, conducts research on the latest developments in elections and democracy, and manages the communication activities of the Electoral Commission.

### ELECTORAL OPERATIONS

Electoral Operations houses the core of the Electoral Commission's operations. This division deals with voting district delimitation, the registration and deregistration of political parties, the registration of voters, the compilation and administration of the voters' roll, political party liaison, candidate nomination and the management of proportional representation lists, Election Day operation and results compilation. It is also responsible for the Electoral Commission's Logistics and Infrastructure.

### CORPORATE SERVICES

Corporate Services manages the support functions of the Electoral Commission, including Human Resources, Skills Development and Training, and Support Services, Financial Management, Legal Services, and Information Communication Technology.





# PART B

## Performance information



# 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 in the Report on other legal and regulatory requirements section of the Report of the Auditor-General.

**Refer to page 63 of the Auditor's Report, published as Part E: Financial information.**

## 2. SITUATIONAL ANALYSIS

### 2.1 Service delivery environment

Following its establishment in 1997, the Electoral Commission set out to establish a sustainable electoral administration by using, among others, the existing infrastructure of municipal councils, at little or no cost, both in terms of infrastructure and temporary personnel with electoral experience. This situation has changed rapidly with some of the following factors calling for different arrangements by the Electoral Commission:

- Municipalities are no longer in a position to provide (free or paid) accommodation to Electoral Commission staff since they have no spare capacity.
- Increasingly, it is no longer possible for the Electoral Commission to use the Municipal Manager as its local representative.
- More experienced municipal officials are increasingly unavailable to the Electoral Commission, sometimes due to the volume of the workload of such individuals in some municipalities.

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

Due to the maturing of our democracy and the increase in electoral contestation, the Electoral Commission has experienced legal challenges that were resolved through the country's judicial structures. Legal prescripts will be reinforced through an ongoing review of the electoral legislation.

Service delivery protests, demarcation disputes and strike action may impact on the environment leading up to future elections. Community protest action in the run-up to the 2014 National and Provincial Elections required the Electoral Commission to work

closely with security forces, community leaders, political parties and other stakeholders to ensure that citizens' right to register to vote and to vote were not negatively impacted on.

In the past, the Electoral Commission has only dealt with represented parties in Party Liaison Committees (PLCs). It has, however, become evident that unrepresented parties and – increasingly – independent candidates often contest elections, sometimes at the last moment, which results in a situation where they are deprived of the consultative and informative processes that take place with represented parties. As a consequence, the PLC meetings ahead of the 2014 National and Provincial Elections were extended to allow new and unrepresented parties the opportunity to participate.

Recent developments with regard to the dissolution of local councils have meant that the numbers of wards where by-elections are held has increased substantially. The Electoral Commission will monitor developments in this regard. The advent of the general elections of municipal councils in the course of 2016 may help abate the number of dissolved councils as the Municipal Structures Act provides time periods for the cessation of by-elections.

As a developing democracy, the stepping up of civic education initiatives in advance of elections and the need, both by the Electoral Commission and the sector of persons with disabilities, to provide easier access to voters in that sector are part of the pre-election planning processes.

Making information accessible and provisioning information in diverse formats and on diverse platforms, including the proactive use of new media and social platforms, are impacting positively on the Electoral Commission's communications campaigns. New channels of interaction via its Facebook page (IECSouthAfrica) and Twitter account (@IECSouthAfrica) have proven highly popular. The Facebook page, in particular, has grown with over 135 000 people who "liked" the page, making it one of the top 70 brands in South Africa. Over 270 000 people have also joined as contacts under Mxit.

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

A new recognition and procedural agreement was entered into between the Electoral Commission and the National Education, Health and Allied Workers' Union (NEHAWU), in which it was agreed that terms and conditions for staff at the Electoral Commission would, in terms of section 12(5) of the Electoral Commission Act as amended, be negotiated independently of the Public Sector Coordinating Bargaining Council.

### 2.2 Organisational environment

The Commission comprises five members appointed by the President, one of whom shall be a judge. The Chairperson and Vice-Chairperson of the Commission are designated by the President from among members of the Commission. The Commission appoints the Chief Electoral Officer (CEO), who must be suitably qualified and

experienced for the position. The CEO is the Head of Administration and the Accounting Officer of the Electoral Commission. The CEO also performs other duties and functions assigned to him or her by the Commission, the Electoral Commission Act or any other law. The CEO appoints officers and employees of the Electoral Commission in consultation with the Commission.

The organogram of the Electoral Commission provides for 1 031 positions. The staffing establishment provides for three Deputy CEOs – one each for Corporate Services, Electoral Operations and Outreach.

There is one Provincial Electoral Officer for each provincial office of the Electoral Commission. The staff turnaround has remained stable with key personnel also retained.

Consideration is being given to a comprehensive human resources review that will include a review of the organisation structure. Plans in this regard are, however, in the early stages and will take account of the need to ensure operational effectiveness and stability in the run-up to the 2016 Local Government Elections.

## 2.3 Key policy developments and legislative changes

There have been no significant changes to the Electoral Commission's legislative and other mandates since the publication of the previous annual report. Consideration is being given to possible amendments to legislation in advance of the 2016 Local Government Elections. The draft Municipal Electoral Amendment Bill seeks, among others, to revise the requirements for participation in municipal elections by creating the possibility for other means of paying election deposits, which will include electronic fund transfers and direct cash payment at the bank. The bill further revises the candidate nomination framework to include the possibility of the electronic submission of candidate nominations.

The screenshot shows the Facebook page of the Electoral Commission of South Africa (IEC). The cover photo features a woman smiling with the text "FOR MORE OPPORTUNITY. THIS IS WHY I'M VOTING" and the website "www.elections.org.za". The profile picture is the IEC logo, which includes a ballot box and the text "IEC SOUTH AFRICA". The page name is "Electoral Commission of South Africa (IEC)" with 100,065 likes and 3,521 talking about this. A "FINAL REGISTRATION" banner for 8-9 FEB 8AM-5PM is visible. The page includes navigation tabs for Timeline and Recent, and an Admin Panel button.

The Electoral Commission's social media strategy came into its own during the 2014 National and Provincial Elections – "likes" on the Facebook page grew from about 1 000 at the launch of the registration period at the end of 2013 to a peak of over 214 000 "likes" on 10 May 2014, the day of the announcement of the election results

## 2.4 Strategic outcome-oriented goals

**Strategic Outcome-oriented Goal 1:** Strengthening governance, institutional excellence, professionalism and enabling business processes at all levels of the organisation.

Of the 14 performance indicators in this programme relevant for this financial year, the targets for four were exceeded and eight were achieved. Two targets were not achieved. This means that 86% of the performance targets were achieved or exceeded.

**Strategic Outcome-oriented Goal 2:** Achieving pre-eminence in the area of managing elections and referenda, including the strengthening of a co-operative relationship with political parties.

Of the 13 performance indicators in this programme relevant for this financial year, five targets were exceeded and another five were achieved. Three targets were not achieved. This means that 77% of the performance targets were either achieved or exceeded.

**Strategic Outcome-oriented Goal 3:** Strengthening electoral democracy.

Of the nine performance indicators in this programme, six targets were exceeded and three were not achieved. This means that 66.7% of the targets were exceeded.

## SUMMARY

A total of 28 of the 36 targets (78%) for performance indicators were either achieved or exceeded during the financial year.

## 3. PERFORMANCE INFORMATION BY PROGRAMME

### 3.1 Programme I: Administration

Programme I supports the achievement of Strategic Outcome-oriented Goal 1 and provides the overall strategic management of the Electoral Commission, as well as centralised support services.

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

Commissioners provide oversight in respect of the activities of the organisation, and facilitate the promotion of the principles of peaceful, free and fair elections.

The Office of the CEO monitors the implementation of, and adherence to the Commission's strategic priorities and organisational policies.

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

This programme provides enabling business processes and systems in respect of financial management, and information and communication technology (ICT), human resources management and facilities management to efficiently and effectively support the core business of the Electoral Commission.

## Administration strategic objectives

1	Exercise oversight (monitoring, evaluation and leadership) by ensuring the implementation of the Electoral Commission's core mandate, strategic goals and objectives, aligned with the corresponding budget allocation.
2	Exercise oversight (monitoring, evaluation and support) by providing assurance and risk management services.
3	Build institutional capacity.
4	Manage financial resources effectively.
5	Provide and maintain a stable, secure and scalable ICT environment that meets the functional needs of the Electoral Commission.

## Programme 1: Administration

Strategic objective	Reference	Performance indicator	Actual achievement 2013/14	Planned target 2014/15	Actual achievement 2014/15	Deviation from planned target to actual achievement for 2014/15	Comment on deviations
1.1 Exercise oversight (monitoring, evaluation and leadership) by ensuring the implementation of the Electoral Commission's core mandate, strategic goals and objectives, aligned with the corresponding budget allocation.	I.1.1	Number of governance committee meetings held per annum	56	54	45	(9)	Due to the 2014 National and Provincial Elections (NPE), the focus moved from scheduled meetings to election-related events. This period also coincided with the release of the report of the Public Protector on the procurement of Election House. As a result, Governance and Ethics Committee meetings were shelved until certain issues were resolved on the matter.
	I.1.2	Number of Commission meetings held per annum	13	9	18	9	In addition to the normal Commission meetings that were planned in terms of the targets, the Commission held additional meetings to deal with objections and other urgent matters that arose during the 2014 NPE and also to deal with matters related to the Public Protector's Report and the forensic findings on Election House.
	I.1.3	Number of quarterly reports per annum reviewed by the CEO	4	4	4	-	-
	I.1.4	Number of annual reports published and tabled in Parliament each year	1	1	1	-	-
1.2 Exercise oversight (monitoring, evaluation and support) by providing assurance and risk management services.	I.2.1	Number of risk-based annual internal audit plans approved by the Audit Committee each year	1	1	1	-	-
	I.2.2	Number of quarterly internal audit progress reports per annum prepared by the Chief Audit Executive (CAE) and reviewed by the Audit Committee each year	4	4	4	-	-
	I.2.3	Quarterly review and update of the Electoral Commission's strategic risk register by the Executive Risk Management Committee	4	4	4	-	-



## Administration: Strategic objectives, key performance indicators, planned targets and actual achievements

Strategic objective	Reference	Performance indicator	Actual achievement 2013/14	Planned target 2014/15	Actual achievement 2014/15	Deviation from planned target to actual achievement for 2014/15	Comment on deviations
I.3 Build institutional capacity.	I.3.1	Number of permanent staff positions filled per annum (Posts filled for part of the year will be counted on a pro-rata basis.)	883	980	933	(47)	Delays were experienced in the filling of vacancies, and processes have been put in place to address this.
	I.3.2	Number of bursaries awarded and paid per annum	86	40	114	74	More staff members applied for bursaries than envisaged as the election activities will only commence towards the end of the calendar year.
	I.3.3	Number of internal and external short courses or other exposure opportunities afforded to permanent members of staff per annum	939	140	458	318	The MS Office training, which was planned for 2013/14, was postponed to 2014/15 as the State Information Technology Agency (SITA) was still finalising the installation of new Microsoft packages.
	I.3.4	Extent of compliance with the performance management system as evidenced by the existence of performance agreements and performance assessments for each year covered by the relevant Annual Performance Plan (APP)	99.25% of staff had agreements in place	100% of qualifying staff (980 staff members)	100% agreements for 2014/15 in place Performance assessments for 2014/15 were completed in May 2015.	-	
I.4 Manage financial resources effectively.	I.4.1	Achieve an unqualified audit report on the annual financial statements each year	Unqualified	Unqualified	Unqualified	-	
	I.4.2	Twelve monthly management accounts per annum prepared and submitted to the Accounting Officer	12	12	12	-	
I.5 Provide and maintain a stable, secure and scalable ICT environment that meets the functional needs of the Electoral Commission.	I.5.1	Annual percentage network and application systems availability (system-generated report available)	98.9%	97%	99%	2%	Performance above target indicates a very stable ICT network and application systems availability.
	I.5.2	Upgrade IT hardware and platform on a five-year cycle as per the approved ICT strategy and plan (Phase 1) by 31 March 2017	New target	N/A	N/A	-	

## COMMISSION SERVICES

In accordance with the Electoral Commission Act, the Commission may meet at any place in the Republic for the purposes of performing its functions. To meet its obligations and in compliance with the principles and practices contained in the Code of Conduct and Report on Governance Principles for South Africa (King III), the Commission established the following six governance committees:

- Finance, Risk and Compliance Committee
- Human Resources Governance Committee
- Elections Management Committee
- Research, Knowledge Management and Publications Committee
- Outreach, Communications and International Relations Committee
- 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 functional 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 nine. This was due to elections-related issues that the Commission had to consider on an urgent basis.

Members of the Commission provide oversight in respect of the activities of the organisation, and facilitate the promotion of the principles of peaceful, free and fair elections.

## OFFICE OF THE CEO

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

The annual report for the 2013/14 financial year was tabled in the National Assembly on 29 September 2014.

The implementation of the 2015 APP was monitored regularly. To this end, the CEO reviewed reports on the performance against strategic objectives on a quarterly basis.

The Electoral Commission's Strategic Plan and 2016 APP were tabled in the National Assembly on 11 March 2015.

## INTERNAL AUDIT

Internal Audit is duly authorised to provide an independent, objective assurance and consulting service towards adding value and improving the operations of the Electoral Commission with regard to the effectiveness of risk management, control and governance processes.

Internal Audit continued to deliver services towards enhancing the full ambit of independent assurance services regarding the effectiveness of risk management, controls and governance practices as envisaged

in the PFMA, with the assistance of a panel of service providers comprising the following:

- KPMG Consortium, consisting of KPMG Services (Pty) Ltd, SAB&T BIG, Afripeak Management Services (Pty) Ltd and Indyebo Consulting
- SekelaXabiso Consulting/Matasis Consulting (Consortium)
- SAB&T Chartered Accountants/Nkonki Incorporated (Consortium)

During the period under review, the Internal Audit Implementation Strategy for Provincial Offices was reviewed to allow that, subject to risk considerations, three provinces could have operational audits, three provinces fuller compliance audits and the three remaining offices lighter compliance reviews. The model for auditing at the district and municipal level remained unchanged, in that for every region, at least two local offices would be audited with a high-level review at one of the selected local offices.

Internal Audit developed a draft data management strategy with standard operating procedures, as well as a draft operating level agreement to govern interdepartmental service levels with the ICT Department towards rolling out continuous auditing through the Audit Command Language data analytics software in a staggered approach from the 2015/16 financial year onwards.

A total of 22 of the 31 audit projects (71%) approved in the final audit plan for 2014/15 were completed as follows:

Table 1: Status of total planned projects during 2014/15

Status of total planned projects			Percentage completion
1	Completed	22	71%
2	Rolled over – started and in progress	5	16%
3	Carried forward – not started	4	13%
Total		31	

## HUMAN RESOURCES

### Skills development

The Electoral Commission is committed to the development and retention of quality employees. This is achieved by ensuring that employees have the right skills, knowledge and competencies to reach their full potential. In order to retain staff, particularly in this era of rapid change, the need for employees to continuously improve their skills and develop new ones has never been greater.

Training programmes are designed to produce substantial benefits for both the Electoral Commission and its employees, and to this end, employees are exposed to development opportunities, such as the attendance of short courses, seminars, conferences, workshops and in-house interventions. Most of these activities take place at the Centre for Elections Learning at the national office.

A total of 458 employees participated in various training and development learning opportunities:

Table 2: Staff attendance at training and development courses during 2014/15

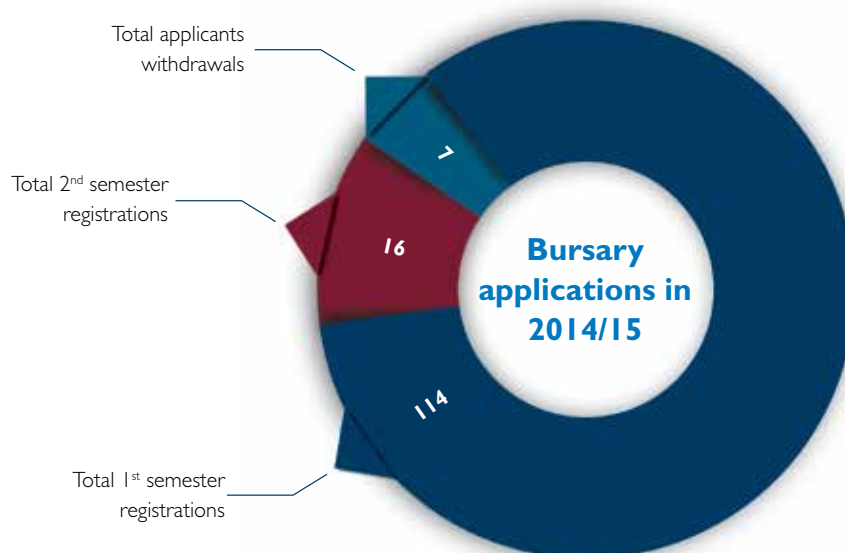
	Description	Number of delegates
1	SAP 2014 Conference	1
2	Project Management	1
3	Training on Forensic Investigation	1
4	CIS Programme	1
5	Labour Relations	1
6	Executive Assistants and Secretaries Symposium	2
7	SAPA Conference	5
8	Erdas Imagine Course	1
9	Protocol and Etiquette Training	52
10	Logistics Management Workshop	1
11	Workshop on Job Analysis and Description, Job Evaluation and Grades	2
12	7 <sup>th</sup> Annual Public Sector Supply Chain Summit	2
13	International Seminar on the Latest Innovations in HR and Leadership	1
14	GIS Workshop	1
15	SAIMAS Workshop	1
16	Skills Development Training	1
17	Business Etiquette and Cultural Diversity	5
18	Advanced Effective Business Writing Skills	1
19	GovTech 2014	2
20	MS Word Basic	27
21	MS Excel Basic	36
22	MS Word Intermediate	52
23	MS Excel Intermediate	48
24	MS Word Advanced	17
25	MS Excel Advanced	46
26	Forensic and Investigative Auditing Programme	1
27	Advanced Strategy Development and Implementation Workshop	1
28	Executive PAs, Secretaries and Admin Officers' Master Class	2
29	3D Animation and Game Design Programme	1
30	Online Human Resource Management Short Course	1
31	Executive Personal Assistant Workshop	1
32	Supervisory Skills Training	109
33	Unisa Management of Democratic Elections in Africa Programme	34
<b>Total</b>		<b>458</b>

## Bursaries

The bursary scheme remains one of the key skills development vehicles, as it affords employees the opportunity to acquire post-matric qualifications. Invitations for applications to study in the following academic year are sent out towards the end of each calendar year.

A total of 137 applications were approved by the Bursary Committee, which is higher than the number of applications received in 2014. Some 114 applicants registered for the first semester; seven withdrew and the remaining 16 are due for registration in the second semester of 2015.

Figure 2: Bursary applications in 2014/15



## Internships

An internship programme is designed to afford workplace learning opportunities to graduates. The Electoral Commission is committed to providing such opportunities to unemployed graduates. 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 organisation.

Eight interns were appointed in various provincial offices and at the national office, and were exposed to working areas in line with their fields of study.

**Table 3: Interns appointed during the period under review**

Office	Number of interns
Limpopo	2
North West	1
Northern Cape	1
National Office	4
<b>Total</b>	<b>8</b>

## 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 during by-elections. The Training Department, in conjunction with Electoral Matters, revised the 2011 by-election training material. The following material was printed and distributed during the period under review:

- a) By-election Guide
- b) By-election Diary for Presiding Officer
- c) By-election Coordinator Diary

The Staff Training and Development Unit, in consultation with Electoral Matters, commenced with the review of Module 1 (Introduction to the Electoral Commission) and Module 2 (Registration Guide) in preparation for the 2016 Local Government Elections training.

## Evaluation of training material in line with QCTO standards

The Training Department is also responsible for ensuring that the training material developed in-house is of a quality that will enhance the performance of electoral staff at voting stations. The Electoral Commission strives to deliver professional and quality material in preparation for elections.

The Quality Council for Trades and Occupations (QCTO), based in the Department of Higher Education and Training, is a new body responsible for developing standards of accreditation for the training and development for all occupations in accordance with the Skills Development Act (Act 97 of 1998).

In preparation for the 2016 Local Government Elections, the Electoral Commission sourced the services of an accredited provider to evaluate the following elections training material against QCTO criteria:

- a) Module 1: About the Electoral Commission
- b) Module 2: Registration Guide

- c) Module 3: Voting Guide
- d) Module 4: Counting Guide
- e) Module 5: Special Voting Guide
- f) Resource packs for each guide (Election Diary, Assessment, Lesson Plans)

This process will ensure that the standard of election training material is in line with the current design and development requirements applicable to all training institutions.

## FINANCIAL ADMINISTRATION

### Overview of funds received and 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.

The year 2014/15 was an election year and the Electoral Commission received R1.554 billion by way of a Parliamentary Grant. Sundry income, consisting largely of sponsorship income of R20.8 million and interest of R10.0 million earned brought the Electoral Commission's total income to R1.585 billion for the year under review. Expenditure reflected in the annual financial statements, on an accruals basis, was R1.616 billion, giving an accounting deficit of R31 million.

Key elements of expenditure for 2014/15 include the following:

- a) Some R572.0 million was spent on employee costs. This represents an increase of 0.05% on the cost in 2013/14. Salary increments in 2014/15 were offset by the reduced period of employment of expansion staff, as the elections were held early in the financial year.
- b) Some R950.29 million was spent on goods and services, representing an increase of 28.34% on 2013/14. The most significant element of the increase is the R244.1 million spent on subsistence and travel costs for the approximately 211 000 temporary staff employed at voting stations for the elections, in comparison to the R74.3 million spent for 46 000 staff members over each of the two registration weekends in the previous year.
- c) Some R63.8 million went to depreciation, amortisation and impairment. This is consistent with the amount charged in the previous year, reflecting the stability of the Electoral Commission's asset base.
- d) Property, plant and equipment to the value of R9.2 million was acquired during the year under review.

### 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 number of financial policies were reviewed and updated.
- b) Monthly closures and monthly financial statements were completed.
- c) Compliance reports were produced monthly 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) Contract administration and compliance processes relating to contract administration have been further enhanced, reducing the risk to the Electoral Commission.



## INFORMATION AND COMMUNICATION TECHNOLOGY

ICT continues to play a critical role in supporting the various processes of the Electoral Commission. The following continuous support services are at the core of the Commission's ICT capability, and 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) A stable and secure ICT infrastructure, a stable network at both wide area network (WAN) and local area network (LAN) levels and at the data centre
- d) Sufficient network and background server capacity, with the required capability of supporting increased election activity and network traffic
- e) The management of risks, disaster recovery and business continuity processes
- f) Ensuring that the Electoral Commission can take advantage of and fully utilise all available and relevant technologies in the ICT market

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 requests.

In order to effectively support business processes, a number of maintenance and business support tasks are executed on a regular basis to ensure the smooth delivery of services in the ICT environment.

### Elections 2014

The 2014 National and Provincial Elections were concluded successfully on 7 May 2014, and systems and support were provided in accordance with business requirements. One of the major activities of the ICT team during the election results process is the provision and support of applicable systems at the Results Operations Centres (ROCs) and/or offices at national, provincial and municipal level.

Additional ICT infrastructure had to be commissioned to support election requirements. The main components included the following:

- a) A national ROC and nine provincial ROCs were commissioned. Each ROC had its own data centre and networks. Additional infrastructure was installed to accommodate the needs of political parties and the media. All ROCs were decommissioned after the elections.
- b) The public website was relocated to an internet service provider (ISP) to accommodate increased bandwidth requirements. The Electoral Commission normally houses the public website at its national office, but due to excess demand during election periods, the bandwidth is not sufficient. The public website was split between a main site and a disaster recovery site to ensure full redundancy. The public website was relocated to the national office after the elections.

Election-specific systems included the following:

- a) **Voting station finder:** This was used on the website, but also at the call centre to provide support to voters.
- b) **Voting station monitoring system:** This was used in conjunction with the location-based unstructured supplementary services data (USSD) input functionality to report on the status of voting stations (open or closed) and the estimated throughput of voters at specified times during the day.
- c) **Leader board input and geographic:** This provided clear tallies and representations of the completed results at all ROCs.
- d) **Results system:** This was used to capture results, monitor progress, communicate seat allocation and provide reports.
- e) **Results website:** This provided the public with a dashboard of pertinent results information.
- f) **Mobile applications:** This was used to disseminate data to the media and voters in an easily accessible format. The mobile application was developed shortly before the elections and provided features such as real-time voter registration, voting station information (including mapping), election results data and other generic information. It was very well received by voters, the media and political parties, which is evidenced by the fact that 90 000 downloads and 12 million Application Programming Interface (API) hits were recorded over the five days of the 2014 National and Provincial Elections. More than eight million hits were recorded on 7 and 8 May.

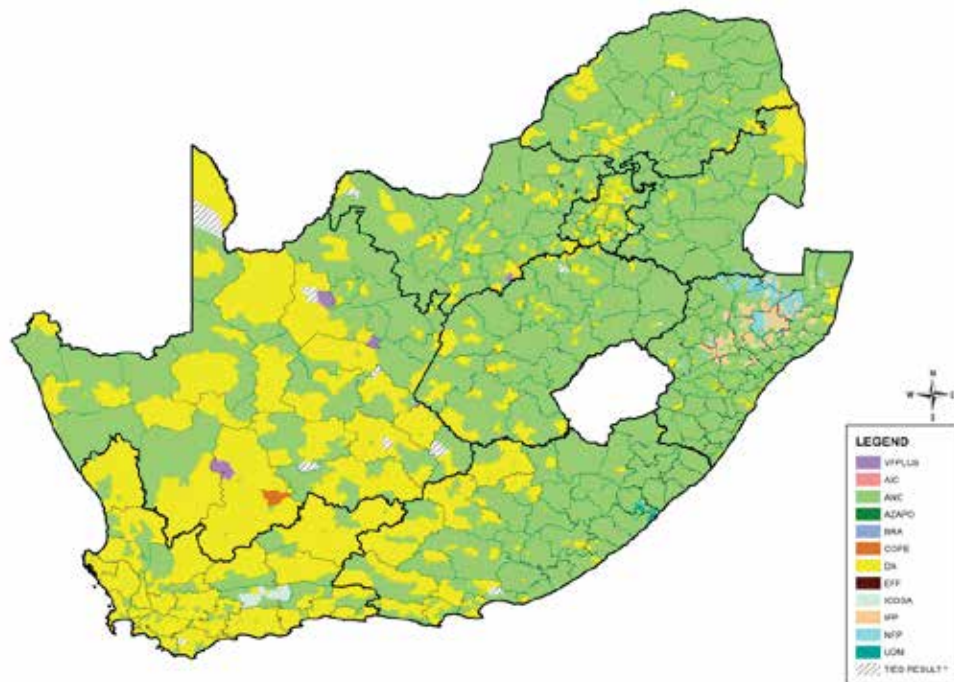
### Atlas of Results 2014 National and Provincial Elections

Since 1999, an Atlas of Results has been compiled following national and provincial elections. The project for the 2014 atlas commenced shortly after the elections in May.

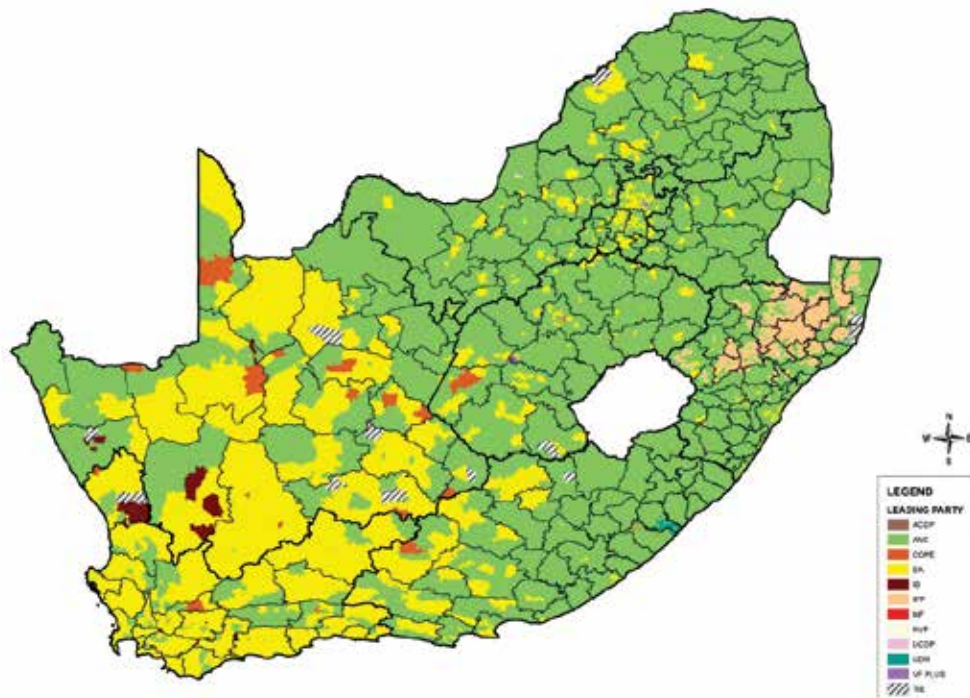
The Atlas of Results condenses election data in a clear, concise, visual format with geospatial referencing. Comparisons are provided with elections held since 1999, making the atlas a valuable planning and analysis tool for political parties and political scientists. Various themes are included, such as delimitation (information about the voting district and station network, which forms the basis of data collection), voter registration, leading party maps, party support, voter participation and party support variance. The latter theme compares a party's own performance against that of previous elections.

Overleaf are the two maps displaying the leading party maps for 2014 and 2009. In accordance with the legend, each voting district is shaded according to the party that obtained the most votes. The effect is a map that indicates the results for all the voting districts used in an election. In the case of the 2014 National and Provincial Elections, the leading party in each of the 22 263 voting districts is not only presented in a concise format, but, due to the geospatial elements, also by indicating trends between provinces. Comparing the two maps for 2014 and 2009 provides information regarding changes in the country's political landscape.

## Leading party: 2014 National and Provincial Elections



## Leading party: 2009 National and Provincial Elections



Two maps from the 2014 Atlas of Results comparing the leading party for the 2014 and 2009 National and Provincial Elections

## ICT projects

A number of projects were concluded during the year under review, 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 election preparation activities.

Project name	Project details
Electoral Staff System (ESS) enhancements	The project commenced during the previous financial year and was concluded in 2014/15 prior to the elections. Enhancements included changes to the attendance register and contracting process.
Registration Application Form (REC1) box tracking system (new module)	<p>Voter registration applications are recorded on REC1 forms during registration and then transported to the municipal electoral offices. The forms are scanned to store an electronic image and to serve as the basis for address capturing.</p> <p>The challenge has always been to keep track of both the number and location of forms when transported. The module is intended to facilitate these processes. Forms are sorted and stored in boxes marked with pre-printed barcoded labels. The boxes are then scanned into or out of the system as may be required. Hand-held scanners were purchased to facilitate the scanning of REC1 boxes and will be available at all offices.</p> <p>The project started in the previous financial year and was concluded after the elections in time for scanning to commence.</p>
Special vote application system	<p>As an initiative to simplify the process of applying for a special vote, a project has commenced to make the special votes application form (MEC35) available on the Electoral Commission's public website to allow for the capture/submit of special vote applications (home or voting station visits) online.</p> <p>For home visits, voters are able to locate their address on the public website by using one of the existing address-finding applications, such as Voting Station Finder or National Address Dictionary (NAD). When a voter applies for a special vote in a voting district where he or she is not registered to vote, the application will be declined and the applicable message will be displayed and/or sent.</p> <p>Voters are notified either via SMS or email of the status of their application. This can also be checked at any time on the Electoral Commission's website using the applicant's ID number.</p>
Voting Station Operations (VSO) system	This system is used to manage the voting stations in each voting district. Each voting station has facilities, lease and survey information that must be maintained on an ongoing basis. In the first phase of the VSO Enhancements Project, a number of changes were made to facilitate the contract processes.
Logistics Information System (LIS)	<p>This system is used for the generation of materials requirements plans (MRPs), tracking and monitoring voting district readiness and the allocation of scanners to voting districts.</p> <p>A project commenced to rewrite the system onto the Microsoft .Net platform in accordance with the ICT environment, as well as to enhance the system to facilitate new logistics processes. Functional changes related to the implementation of system checks to prevent the duplicate allocation of scanner serial numbers prior to an election event at provincial level, the allocation of factors for purposes of material requirements planning, and enabling a functionality to cater for dissolved council by-elections, as well as the use of voting centres for by-elections. A number of new reports were developed to facilitate the planning, distribution and tracking of material to the municipal offices.</p>
PLC meeting documentation system	<p>PLCs are made up of representatives of political parties and the Electoral Commission. PLCs meet at national, provincial and municipal level, and each level must achieve the target set in the APP.</p> <p>Minutes and any other relevant documents are currently loaded onto an intranet portal by Electoral Commission staff and made available on the public website for parties to access by logging in to a passcode-restricted area.</p> <p>The project will introduce a functionality to set targets for the number of meetings held, provide a planning module for meetings, as well as a workflow process to internally check minutes before the final upload. New reports have also been developed to facilitate the monitoring of uploads and achievements against targets for quarterly and annual reporting purposes.</p>
SAP GRC implementation	SAP GRC ACCESS 10.0 has been implemented and provides an integrated approach to identify and manage all the access risks (authorisations).
Identity management	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 SAP (for permanent employees) and Turnaround (for contractors). Moreover, if users are deleted in 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 various departmental IT resources and ensuring that users are not inadvertently given access to the wrong (potentially sensitive) information. The Microsoft FIM project was launched in the previous financial year, but was only completed in the financial year ending in March 2015.
Patch management	A centralised patch management solution was implemented to mitigate vulnerabilities and stabilise the environment, especially with respect to third-party applications and software. The patch management solution not only provides a centralised point for managing patches and monitoring vulnerabilities, but also 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 the 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. The Lumension project was launched in the previous financial year, but was only completed in the financial year ending in March 2015 with the deployment of Lumension in WAN sites.
Storage capacity upgrades	An assessment was conducted to calculate future data storage requirements. A proposal was drawn up to expand the existing storage area network (SAN), disk backup and tape infrastructure. The SAN was replaced during the past financial year.
Provincial server replacement	Provincial servers needed to be replaced due to regular hardware problems. The servers being replaced are old and out of warranty.
Network upgrades	An assessment was conducted on the existing network infrastructure to identify capacity constraints and security vulnerabilities. A proposal was drawn up to upgrade the network infrastructure. This included a review of security systems and firewalls.
Various systems upgrades	<p>As part of managing and maintaining the ICT operations infrastructure, various systems need to be periodically upgraded for security and feature enhancements. Systems upgraded in the past financial year included the following:</p> <ul style="list-style-type: none"> <li>Standard Bank Host to Host, used by the Finance Department to process payments</li> <li>The public website, which was upgraded to the latest content management system (CMS)</li> <li>The Building Management System (BMS) at the national office, used for environmental monitoring, such as temperature, fire and flood alerts in key areas, including the data centre and patch rooms, and for monitoring the uninterrupted power supply (UPS) and generator</li> </ul>



## General ICT operations maintenance activities

These activities include, but are not limited to the following:

- 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.
- Support for ongoing registration application form scanning and linking to electronic voter records: The linked images are then used to capture the address (as per the registration form) onto the voter registration system.
- 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.
- 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.
- Daily system checks in all environments to ensure that all systems are available and stable before the start of business: This includes servers, switches, SAN devices and provincial UPSs.
- Backing up all systems according to the schedules set by the organisation and removing tapes off-site on a weekly basis.
- Security monitoring of the ICT infrastructure, which includes virus attacks and operating system vulnerabilities and exploits.
- Monitoring all LAN and WAN activity on a daily basis to ensure the provision of high availability and adequate capacity.
- Maintaining a disaster recovery site of all business critical systems.



In advance of the 2014 National and Provincial Elections, the Electoral Commission developed a number of practical and fun mobile applications (apps), targeting young voters in particular. A mobile voter app allowed voters to check their registration status, find a voting station, and keep up to date with election news. A free IXSA (I vote South Africa) game – available for Apple iOS and Android platforms, as well as on Facebook – allowed users to create and design their own characters, and then score points by interacting with a 3D Election Day experience.

## LINKING PERFORMANCE WITH BUDGETS

Programme name	2014/15			2013/14		
	Budget	Actual expenditure	(Over)/under expenditure	Budget	Actual expenditure	(Over)/under expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	538 403	522 284	16 119	433 292	446 409	(13 117)

### 3.2 Programme 2: Electoral Operations

Programme 2 supports the achievement of Strategic Outcome-oriented Goal 2.

Electoral Matters facilitates the participation of voters in regular free and fair elections, using sustainable systems, people and processes. Activities include the delimitation of boundaries, maintenance of the national voters' roll and the planning and co-ordination of activities during registration weekends, on Election Day and special voting days, as well as for home visits.

Logistics and Infrastructure 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 (BOM) and voting station staffing plans.

Political Liaison facilitates the participation of parties in regular free and fair elections, using systems, people and processes that are sustainable. This programme provides for ongoing liaison platforms with registered political parties and independent candidates.

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

### Electoral Operations strategic objectives

1	Manage free and fair elections in accordance with the applicable electoral timetables.
2	Maintain an accurate national common voters' roll.
3	Ensure the accessibility and suitability of voting facilities and processes by establishing and applying infrastructure to meet operational demands for each electoral event.
4	Provide consultative and co-operative liaison platforms between the Electoral Commission and political parties to facilitate free and fair elections.
5	Strive for excellence at voting station level.



## Programme 2: Electoral Operations

Strategic objective	Refer- ence	Performance indicator	Actual achievement 2013/14	Planned target 2014/15	Actual achievement 2014/15	Deviation from planned target to actual achievement for 2014/15	Comment on deviations
2.1 Manage free and fair elections in accordance with the applicable electoral timetables.	2.1.1	Number of calendar days in which elections are conducted from date of vacancy (The date of the vacancy is the date on which the Electoral Commission receives the notification.)	77	Within 90 days	62	28	Over-achieved on target by an average of 28 days for the 228 by-elections in 2014/15, with the exception of Jozini Ward 4, which was filled in 547 days owing to court challenges and postponements of by-elections. Investigations and associated corrections to the voters' roll had to be undertaken, taking into account principles of just administrative action.
	2.1.2	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.)	16	Within 35 days	16	19	Over-achieved on PR vacancy target by an average of 19 days in filling the 348 PR vacancies for 2014/15. Operational efficiencies resulted in PR replacements being effected well within the statutory time periods.
	2.1.3	Number of calendar days in which election results for each election are announced by the Electoral Commission	1	Within 7 days	3 days after 2014 NPE 1 day for all 228 by-elections	4 days for 2014 NPE 6 days for by-elections	The target is determined by legislation. However, the Electoral Commission successfully announces results in less than the legislated time frames for all elections.
	2.1.4	Number of elections set aside in each year covered by this plan	0	0	0	-	-
	2.2.1	Number of registered voters as at 31 March each year	25 364 669	24 600 000	25 161 799	561 799	Continuous and by-election registration weekends presented opportunities to register more voters.
2.2 Maintain an accurate national common voters' roll.	2.2.2	Frequency per annum that voters' roll is checked against the national population register (monthly)	12	12	12	-	-
	2.2.3	Procure planned number (38 000) of programmable barcode scanner units (PBSUs or zip-zips) or equivalent for voter registration on a seven- to ten-year cycle (Phase 1) by 31 March 2017	N/A	N/A	N/A	-	No target for 2014/15.
	2.3.1	Number of contracted voting stations on main registration weekends or Election Day in the years where applicable	22 263	22 300	22 263	(37)	Achievement was in line with the number of voting districts.
2.3 Ensure the accessibility and suitability of voting facilities and processes by establishing and applying infrastructure to meet operational demands for each electoral event.	2.3.2	Number of permanent warehouses, local office facilities and full-time distribution services available to support electoral events	10 / 234 / 1	10 / 234 / 1	10 / 234 / 1	-	-
	2.3.3	Sourced MRP and BOM for each main electoral event (NPE and Local Government Elections (LGE))	100%	100%	100%	-	-

Strategic objective	Reference	Performance indicator	Actual achievement 2013/14	Planned target 2014/15	Actual achievement 2014/15	Deviation from planned target to actual achievement for 2014/15	Comment on deviations
2.4 Provide consultative and co-operative liaison platforms between the Electoral Commission and political parties to facilitate free and fair elections.	2.4.1	Number of liaison sessions with members of PLCs at national (6), provincial (72) and municipal (1 322) levels per annum	(2 060) 12 national 77 provincial 1 971 local	(1 400) 6 national 72 provincial 1 322 local	(1 748) 17 national 69 provincial 1 662 local	348	Meetings with political parties were maintained at a regular interval in light of the preparations for the general elections of municipal councils in 2016.
	2.4.2	Funding of political parties – number of quarterly disbursements to represented parties per annum	4	4	4	-	-
2.5 Strive for excellence at voting station level.	2.5.1	Number of electoral staff recruited and trained per annum	46 251	213 092	211 252	(1 840)	Some of the local offices received few special vote applications.
	2.5.2	Number of area managers appointed per annum	New indicator	4 663	4 656	(7)	Achievement was less than 1% below target and is reflective of a reduced need for area managers compared to the target.



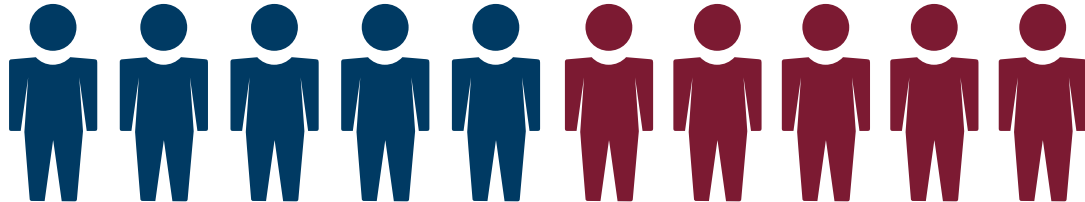
During the 2014 National and Provincial Elections, 45 registered parties contested the elections, including a record 29 parties for the national ballot

# 2014 Elections by numbers:

Total registered voters

25 390 150

MALE  
45.1%



FEMALE  
54.9%

22 263

The number of voting districts and voting stations



The number of South African citizens living overseas who successfully applied to vote in these elections

26 703

220 000

The number of electoral support staff recruited and trained to work over the election period

62.9 million

The total number of ballot papers printed for the 2014 elections

45

The number of parties contesting the National and Provincial Elections

29

The number of registered political parties contesting the National Election

400

The number of seats being contested in the National Assembly

## ELECTORAL MATTERS

### Voters' roll and registration statistics

The voters' roll for the reporting period opened with 25 364 669 voters on 1 April 2014 and closed with 25 161 799 voters on 31 March 2015. This represents a net decrease of 202 870 (0.8%) registered voters for the reporting period.

Table 4: Changes to the voters' roll

Province	Voters' roll as 31 March 2014	Voters' roll as 31 March 2015	Variance percentage
Eastern Cape	3 237 134	3 205 666	-0.9%
Free State	1 448 492	1 432 365	-1.1%
Gauteng	6 061 111	6 001 134	-0.9%
KwaZulu-Natal	5 112 010	5 088 686	-0.4%
Limpopo	2 438 384	2 425 017	-0.5%
Mpumalanga	1 859 018	1 844 015	-0.8%
North West	1 668 232	1 657 216	-0.6%
Northern Cape	600 679	592 702	-1.3%
Western Cape	2 939 609	2 914 998	-0.8%
<b>Total</b>	<b>25 364 669</b>	<b>25 161 799</b>	<b>-0.8%</b>

Total registration activity in the period under review is 137 479. This registration activity is a result of by-election, school-based and continuous campaigns in the municipal offices of the Electoral Commission. About 65% of total registration activity can be attributed to citizens under the age of 29 years.

Table 5: Total registration activities during the period under review

Registration activity	16–17 years	18–19 years	20–29 years	30–39 years	40–49 years	50–59 years	60 years and over	Total
New registrations	20 858	23 010	21 454	2 782	1 136	792	821	70 853
Re-registrations in the same voting district	643	2 612	6 858	4 903	4 717	4 135	5 016	28 884
Voting district move	530	2 199	11 708	9 615	6 073	3 861	3 756	37 742
<b>Total</b>	<b>22 031</b>	<b>27 821</b>	<b>40 020</b>	<b>17 300</b>	<b>11 926</b>	<b>8 788</b>	<b>9 593</b>	<b>137 479</b>

KwaZulu-Natal had the most registration activity at 38 559, followed by the Eastern Cape at 20 632 and North West at 20 291. New registrations (citizens coming onto the voters' roll for the first time) account for 51.53% of total registration activity. Changes in voting districts accounted for 27.45%, while re-registrations in the same voting district accounted for the balance at 21%.

Table 6: 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	13 295	3 815	3 522	20 632
Free State	5 637	1 035	2 962	9 634
Gauteng	1 477	11 284	3 886	16 647
KwaZulu-Natal	19 484	5 616	13 459	38 559
Limpopo	11 455	1 773	3 770	16 998
Mpumalanga	4 213	963	1 118	6 294
North West	10 877	3 560	5 854	20 291
Northern Cape	1 094	105	726	1 925
Western Cape	3 321	733	2 445	6 499
<b>Total</b>	<b>70 853</b>	<b>28 884</b>	<b>37 742</b>	<b>137 479</b>

The voters' roll is verified against the National Population Register (NPR) on a monthly basis to ensure that those voters who do not qualify are removed from the voters' roll. This procedure enables the Electoral Commission to maintain an updated voters' roll for the purposes of elections.

## Voting district delimitation

The Electoral Act requires the Electoral Commission to compile and maintain a voters' roll. To assist in this regard, the Commission delimits voting districts (VDs), which involves allocating eligible voters to voting districts and voting stations for the purposes of voter registration and voting. A voter is required to register to vote in the VD in which he or she is ordinarily resident (the place to which the person returns after a period of temporary absence). Each VD is serviced by one voting station. A registered voter will only find his or her name on the VD segment of the voters' roll at which he or she applied to register to vote.

VD delimitation is undertaken for the following key reasons:

- to ensure that voters have reasonable access to voting stations and are not required to wait at their voting station for unreasonable periods of time to vote;
- to ensure that voters do not vote more than once in an election; and
- to assist the Commission with elections staff and material planning.

The number of VDs (and hence voting stations) has increased by 51% since the 1999 elections from 14 650 VDs in 1999 to 22 263 VDs as at 31 March 2015. Provinces with the greatest increase in VDs over this period include the predominantly rural provinces of the Northern Cape, Mpumalanga, Eastern Cape and Limpopo. The number of VDs in provinces with large urban concentrations of registered voters, such as Gauteng and the Western Cape, has increased at a more moderate rate. During the period under review, the number of VDs remained unchanged since the review of VDs ahead of the 2016 Local Government Elections, which will occur in 2015/16.

**Table 7: Number of voting districts as at 31 March 2014 and 2015**

Province	VDs: 31 March 2014	VDs: 31 March 2015
Eastern Cape	4 615	4 615
Free State	1 523	1 523
Gauteng	2 647	2 647
KwaZulu-Natal	4 746	4 746
Limpopo	3 066	3 066
Mpumalanga	1 678	1 678
North West	1 716	1 716
Northern Cape	694	694
Western Cape	1 578	1 578
<b>Total</b>	<b>22 263</b>	<b>22 263</b>

A new concept of voting venues, termed voting centres, was introduced in South Africa for the 2011 Municipal Council Elections. A voting centre is a voting station with several sub-stations that make use of mandatory streaming on Election Day. Each mandatory stream or sub-station functions as a semi-autonomous voting station. However, a voting centre services one VD only.

For the 2014 National and Provincial Elections, 1 255 voting centres were operated with 3 292 sub-stations, as shown in the following table. Provinces with the highest number of voting centres include the provinces with the largest concentrations of metropolitan councils, namely Gauteng, KwaZulu-Natal and the Western Cape.

**Table 8: Number of voting centres and associated sub-stations as at 31 March 2015**

Province	Number of voting centres	Number of sub-stations	Average number of sub-stations per voting centre
Eastern Cape	58	119	2
Free State	62	134	2
Gauteng	490	1 524	3
KwaZulu-Natal	309	737	2
Limpopo	32	76	2
Mpumalanga	40	101	2
North West	90	190	2
Northern Cape	0	0	0
Western Cape	174	411	2
<b>Total</b>	<b>1 255</b>	<b>3 292</b>	<b>2</b>

In the period after the 2014 National and Provincial Elections, and in preparation for the 2016 Local Government Elections, the emphasis was on monitoring changes to human settlements and population movements with a view to optimally aligning settlement patterns to the VD delimitation and network of voting stations. In addition, there was an emphasis on improving the quality of voting station name and address information, and reducing the number of temporary (tent) voting stations with a preference for the use of fixed buildings in the 2016 Local Government Elections.

## Liaison with political parties

In terms of Electoral Commission Act, the Electoral Commission is enjoined to establish PLCs with registered parties at national, provincial and municipal levels. In order for the established PLCs at the three levels to serve as vehicles for consultation and co-operation between the Electoral Commission and the registered represented political parties, meetings are held on a regular basis. During 2014/15, the number of PLC meetings held at national, provincial and municipal levels was as follows:

**Table 9: Liaison meetings**

Province	National	Provincial	Municipal	Total
National Office	17			17
Eastern Cape		7	238	245
Free State		8	145	153
Gauteng		6	38	44
KwaZulu-Natal		6	371	377
Limpopo		13	221	234
Mpumalanga		9	173	182
North West		10	181	191
Northern Cape		2	152	154
Western Cape		8	143	151
<b>Total</b>	<b>17</b>	<b>69</b>	<b>1 662</b>	<b>1 748</b>

A total of 21 new political parties were registered for the reporting period. Of these, two were registered at the national level, while 19 parties were registered at the municipal level.



## Table 10: Registration of parties

Parties	National	Municipal	Total
Registered	2	19	21
Deregistered	0	0	0

### By-elections

A total of 228 by-elections across 142 wards were conducted during the year under review to fill Municipal Council seat vacancies. The number of by-elections conducted in the period under review, compared with the previous reporting periods, showed a considerable increase. There were 139 by-elections in 2009/10, 126 in 2010/11, 76 in 2011/12, 63 in 2012/13 and 134 in 2013/14. The reason for the significant increase in the number of by-elections in 2014/15 was due to the dissolution of several municipal councils, which accounted for almost half of all by-elections in 2014/15 (see Table 11 below).

Ward vacancies are required by law to be filled within 90 days of the date on which the vacancy occurs. All ward vacancies that occurred in 2014/15 were filled within 90 days, with the exception of Jozini Ward 4, which was filled in 547 days due to factors beyond the control of the Electoral Commission (court challenges and postponements of the by-election).

The reasons for the 228 ward vacancies in the period under review are shown below.

## Table 11: Reasons for ward vacancies in 2014/15

Reason for ward vacancy	Number (and percentage) of ward vacancies
Dissolved municipal council	109 (48%)
Resignation of councillor	41 (18%)
Death of councillor	36 (16%)
Expulsion of councillor	23 (10%)
Councillor elected to another legislature	19 (8%)
<b>Total</b>	<b>228</b>

On average, the 228 ward vacancies that arose in 2014/15 were filled within 62 days – well within the 90-day period required by law.

## Table 12: Number of by-elections from 1 April 2014 to 31 March 2015

Province	Number of by-elections	Number of voting districts	Number of wards	Number of registered voters
Eastern Cape	21	121	21	125 539
Free State	10	48	10	47 855
Gauteng	15	97	15	239 962
KwaZulu-Natal	19	118	19	146 052
Limpopo	19	105	19	81 129
Mpumalanga	11	37	11	51 716
North West	111	525	111	422 006
Northern Cape	5	19	5	15 733
Western Cape	17	68	17	138 691
<b>Total</b>	<b>228</b>	<b>1 138</b>	<b>228</b>	<b>1 268 683</b>

In terms of the Municipal Electoral Act, the Electoral Commission is required to announce election results within seven days of an election. The results of all 228 by-elections in 2014/15 were announced within a day of the by-elections.

### Proportional representation replacements

The Municipal Structures Act prescribes procedures for the replacement of councillors elected on a proportional basis from party lists onto municipal councils. If a councillor elected from a party list ceases to hold office, the CEO must declare in writing the person whose name appears at the top of the applicable party list 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.

A total of 323 PR replacements were processed between 1 April 2014 and 31 March 2015 as depicted in the table below. These vacancies arose due to resignations, deaths and the expulsion of PR councillors for the reporting period.

## Table 13: Processed PR replacements

Province	Councillor expulsion	Councillor resignation	Death of councillor	Total
Eastern Cape	3	27	8	38
Free State	1	20	1	22
Gauteng	3	34	4	41
KwaZulu-Natal	7	34	11	52
Limpopo	13	25	4	42
Mpumalanga	2	35	7	44
North West	5	17	13	35
Northern Cape	5	9	3	17
Western Cape	7	23	2	32
<b>Total</b>	<b>46</b>	<b>224</b>	<b>53</b>	<b>323</b>

The resignation of councillors is the major reason for the number of PR vacancies that arose within municipal councils during 2014/15. The number of PR vacancies as a consequence of the resignation of councillors stands at 224 and represents 69.3% of all reported vacancies. The number of expulsions of councillors at 46 accounts for 14.2% of the reported PR vacancies, while the death of councillors at 53 accounts for 16.4% of PR vacancies in the reporting period.

## LOGISTICS AND INFRASTRUCTURE

### 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 accessible internally to all levels of the organisation – national, provincial and municipal – providing a transparent planning and monitoring process.

The Systems, Applications and Products (SAP) system is utilised to record the movement of stock items – from procurement to final issue at the point of consumption. This ensures effective materials management and accountability.

### Distribution network

The Electoral Commission's logistics distribution network consists of 10 warehouses – one central warehouse controlled from the national office and one warehouse in each of the nine provinces.

The Electoral Commission maintains minimal permanent resources in support of this distribution network, in the interests of cost containment. Contracted-in 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 national registration weekends and voting days – and these can be in the form of a storeroom, storage shed or container, dependant on the prevailing volume needs and offering of adequate security.

### Programmable Barcode Scanner Unit fleet

The Electoral Commission holds a fleet of 32 130 PBSUs (also known as zip-zips). The primary function of these units is the capture of voter registration information. The units were procured in 2008, and have attained an advanced age by average technological norms. In order to ensure sustained operational effectiveness of the units, the Electoral 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.

The PBSUs are also utilised during the voting procedure to capture and record voter participation details.

### Voting stations infrastructure

Voting stations provide an essential platform for the delivery of elections. For the 2014 National and Provincial Elections, the voting station network consisted of 22 263 voting stations, which represents an overall 6.5% increase when compared to the 20 895 stations that were utilised for the municipal elections in 2011.

Population growth, new settlement patterns, the requirement of improving voter accessibility, as well as the revised municipal demarcation data, continue to be the primary contributing factors to the increased voting station footprint.

One voting station was 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 as at 31 March 2015 comprised 65% schools, which exceeded the relevant operational target of 60%.

The practice of securing voting stations through standardised lease agreements between the Electoral Commission and landlords continues. The average rental for voting stations increased from R474 to R563 per event (basically to cover landlords' overheads such as electricity, water and other domestic usage) when rentals for the current year are compared to those for the previous year.

A breakdown of the types of voting stations utilised for the 2014 National and Provincial Elections is illustrated in the table on the opposite page.

## Voting material statistics

For the 2014 National and Provincial Elections, the materials used on Election Day included:

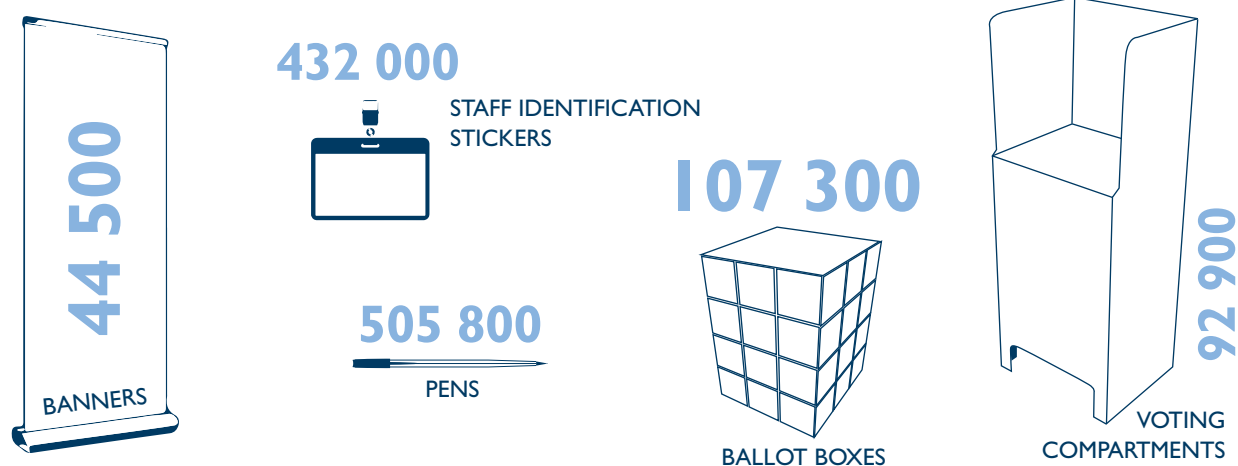


Table 14: Voting stations

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
<b>Total</b>	<b>22 263</b>	<b>20 736</b>	<b>65%</b>	<b>1 495</b>	<b>32</b>

The Electoral Commission, through various interdepartmental and other task team initiatives, continuously seeks opportunities to enhance or develop facilities at existing voting stations – especially at schools and community centres – by co-operating with landlords, government departments and other stakeholders.

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.

The table below illustrates the general challenges relating to the availability of key facilities at voting stations at the end of 2014/15.

Table 15: Voting station facilities

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
<b>Total</b>	<b>3 008</b>	<b>2 626</b>	<b>1 952</b>	<b>101</b>

### Local (municipal) office infrastructure

Logistical support was provided for the by-elections. The ballot paper generation (BPG) system created the images of individual ballot papers and result slips for each ward by-election. A BOM and an MRP for each ward by-election was created on the LIS. Material supply chain for by-elections was managed, including the procurement, quality control, distribution and overall monitoring of electoral material. All inventories were replenished on time and within budget. The Electoral Commission's PBSUs (zip-zips) were also deployed for the purposes of by-election voter registration and Election Day support at voting stations.

Voting station infrastructure was furthermore maintained and activated periodically to support by-elections as they occurred during the year. When a by-election is held in a ward, the voting stations in that ward are opened.

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 over 266 local offices in 234 municipalities throughout the country to provide services to the public and to deliver election projects at a local level.

The Infrastructure Section is responsible for establishing and maintaining infrastructural capacity for these offices, which are typically staffed by 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 an honorarium to compensate them for their work. They facilitate co-operation 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. MEOs are not directly involved in day-to-day operational matters.

The Infrastructure Section is responsible for ensuring the existence of a valid MEO appointment for each municipal council.

## LINKING PERFORMANCE WITH BUDGETS

Programme name	2014/2015			2013/2014		
	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	882 915	926 544	(43 629)	743 483	680 994	62 489

### 3.3 Programme 3: Outreach

Programme 3 supports the achievement of Strategic Outcome-oriented Goal 3.

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

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

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

### Outreach strategic objectives

1	Encourage the electorate's engagement with, and participation in electoral processes.
2	Achieve a low rate of spoilt ballots.
3	Enhance the Electoral Commission's reputation as a credible and trustworthy electoral management body.
4	Provide thought leadership in the field of electoral management and related fields.

#### Ensuring participation in electoral processes

The record number of parties contesting the 7 May 2014 National and Provincial Elections led to the Electoral Commission and the South African National Council for the Blind (SANCb) having to develop a special new cardboard ballot template to allow visually impaired voters to vote unaided in the elections. The new cardboard template could accommodate the 7 May national ballot paper featuring the 29 parties and replaced the plastic Universal Ballot Template (UBT) used in previous elections, and which could only accommodate a ballot paper with up to 18 parties. The new cardboard template works in exactly the same way as the plastic UBT. It has windows numbered in Braille with raised letters so that people with different tactile-literacy levels can use the same template.





## Outreach: Strategic objectives, key performance indicators, planned targets and actual achievements

### Programme 3: Outreach

Strategic objective	Reference	Performance indicator	Actual achievement 2013/14	Planned target 2014/15	Actual achievement 2014/15	Deviation from planned target to actual achievement for 2014/15	Comment on deviations
3.1 Encourage the electorate's engagement with, and participation in electoral processes.	3.1.1	Voter turnout in the 2014 NPE and 2016 LGE, as a percentage of registered voters	N/A	80%	73.48%	(6.52%)	Turnout was lower than anticipated.
	3.1.2	Number of civic and democracy education events per annum	65 454	6 000	11 363	5 363	High-impact educational campaigns continued for longer than planned.
	3.1.3	Audience reach for televised democracy education content as evidenced by the relevant viewership figures in each year covered by the APP	New indicator	2 million viewers	3 148 164 viewers	1 148 164 viewers	High viewership due to interest in election results and in newly elected representatives.
	3.1.4	Public perceptions of the Electoral Commission as evidenced by media reports for each year covered by the APP	New indicator	50% or more positive/neutral	72% positive/neutral	22%	Despite the fact that the Electoral Commission had a particularly challenging year in terms of negative media coverage stemming from a number of issues, the successful delivery of the 2014 NPE ensured that public perceptions overall remained positive or neutral.
3.2 Achieve a low rate of spoilt ballots.	3.2.1	Rate of spoilt ballots in the 2014 NPE and 2016 LGE	New indicator	1.6% of votes cast	1.35% of votes cast	0.25%	Successful balloting education contributes to a lower than targeted rate of spoilt ballots.
3.3 Enhance the Electoral Commission's reputation as a credible and trustworthy electoral management body	3.3.1	Number of strategic partnerships per annum	New indicator	100	52	(48)	Four provinces did not meet their required targets.
	3.3.2	Number of meetings with key stakeholders per annum	44	22	26	4	The target was exceeded due to election-related activities.
	3.3.3	Number of interactions/liaisons internationally per annum	26	30	28	(2)	The target was not achieved as election-related activities took precedence.
3.4 Provide thought leadership in the field of electoral management and related fields	3.4.1	The number of research and thought leadership initiatives per annum	44	4	5	1	Additional research was commissioned.

## CIVIC AND DEMOCRACY EDUCATION

The Electoral Commission's continuous civic and democracy education programmes encourage active and informed citizenship and meaningful public participation, not only before, but after and between elections.

Civic and democracy education is an imperative for a free and fair election. Civic education programmes are designed to generate ongoing dialogue and deepen the discourse about broad concepts of democratic society and citizen participation. Educational content focuses on electoral processes and electoral democracy, as well as on the Constitution, democracy and human rights. Civic education programmes are integral to the Electoral Commission's efforts to promote an environment that is conducive to free and fair elections.

Voter education is part of civic education. It is non-partisan, takes place in relation to a specific election and includes information such as the official date and times, the type of election and an election timetable, the location of voting stations, identification and registration requirements, the process of voting (balloting education), counting and results. Voter education also covers information like the roles, rights and responsibilities of voters, the importance of voting, special votes, and explanations about the electoral system and seat allocation – how voting determines the composition of representative units of government.

### Civic and democracy education materials

A well-informed electorate is essential to any electoral process. For the 2014 National and Provincial Elections, the Electoral Commission developed the following material to contribute to the knowledge of both voters and the general public:

- a) Eleven fact sheets
- b) Seven educational posters
- c) A voter education booklet
- d) A civic and democracy education training manual

All fact sheets, posters and the booklet were produced in 12 languages (11 official languages as well as Nama), and in Braille and audio versions. Over 20 million copies of these materials were printed and distributed.

### Civic and democracy education for communities

Full participation in electoral democracy requires a particular set of knowledge, skills, values and attitudes. The Electoral Commission promotes these by offering and supporting education in communities. Such education has the immediate return of increasing the number of eligible voters on the voters' roll. Large-scale educational campaigns for communities assist in mobilising communities to participate, providing the necessary knowledge and skills, and promoting values that aid communities to access and practise their civic and political rights and responsibilities. These high-impact civic and voter education campaigns intensify in the run-up to elections and are driven by the Electoral Commission's permanent and "expansion" staff (temporary staff members who are contracted in the run-up to an election), as well as through collaborative programmes with strategic partners and stakeholders. This ensures a collective responsibility for establishing a sustainable democratic culture.

During the 2014/15 financial year, the Electoral Commission engaged 242 municipal outreach coordinators (MOCs) and 1 379 democracy education facilitators (DEFs), 33 civil society organisations (CSOs) (including community- and faith-based organisations) and 58 traditional councils to conduct civic and voter education activities in communities. These efforts increased the Electoral Commission's visibility through its presence at delivery level in each district and metropolitan area.

Table 16: Outreach delivery

Province	Number of outreach and training officers	Number of municipal outreach coordinators	Number of democracy education facilitators	Number of civil society organisations	Other mechanisms
	Permanent capacity	Expansion capacity	Expansion capacity	Expansion capacity	
Eastern Cape	9	41	190		
Free State	6	21	76		
Gauteng	9	13	132		
KwaZulu-Natal	13	52	500		
Limpopo	5	25	123	33	
Mpumalanga	3	18	0		58 traditional councils/authorities
North West	4	19	97		
Northern Cape	5	27	96		
Western Cape	7	26	100		2
<b>Total</b>	<b>61</b>	<b>242</b>	<b>1 314</b>	<b>33</b>	<b>60</b>

## National Coordinating Forum of Civil Society Organisations

As indicated above, the Electoral Commission relies on strategic partnerships with a wide range of formations in order to deepen its efforts to increase knowledge and skills, and nurture the values and attitudes required to entrench constitutional democracy. The Electoral Commission's National Coordinating Forum (NCF) is an umbrella body under which the Electoral Commission convenes CSOs (non-governmental organisations, not-for-profit organisations, community- and faith-based organisations, and traditional authorities) for the purposes of coordinating efforts in three areas: civic and democracy education, election observation and conflict management. During the reporting period, the NCF continued to meet and discuss ways in which these matters could be strengthened.

## Collaboration with the Law Society of South Africa

The Electoral Commission entered into a Memorandum of Understanding (MoU) with the Law Society of South Africa (LSSA), the aim of which is to train students who are part of the LSSA's Legal Education and Development (LEAD) programmes. The MoU led to a module dealing with electoral democracy as part of the LEAD programmes. LEAD is the educational wing of LSSA. It consists of ten schools and various centres in all the provinces, and is one of the largest providers of legal and professional education in South Africa. It provides education and training to young legal professionals and candidate attorneys who wish to enter legal practice. A total of 4 000 young legal professionals are expected to be trained annually. These professionals fall into the 20-to-29-years age cohort, and wield community influence. Once trained, they will conduct voter education to mobilise, galvanise, influence and train the youth in their communities, thus assisting the Electoral Commission to make further inroads into the youth target group.

## 2014 Schools Democracy Week

The Electoral Commission entered into a three-year Memorandum of Agreement (MoA) with the Department of Basic Education in 2013 to facilitate the Schools Democracy Programme. The Schools Democracy Week is a critical component of the Schools Democracy Programme, with the specific intention of increasing youth participation in electoral democracy and institutionalising electoral democracy content in the curriculum. The first Schools Democracy Week was held in 2013, while the second one was implemented during the week of 13 to 19 October 2014.

The aim of the week is to educate learners on democratic values and electoral processes. Annually, the Schools Democracy Week seeks to encourage, educate and empower learners to understand and participate in the democratic processes of the country and ultimately contribute to deepening constitutional democracy. The Electoral Commission facilitated the development of teaching and learning support material to support the Schools Democracy Week, including a 58-page booklet, "Becoming a Good Citizen: Electoral Democracy Toolkit", for learners in the Further Education and Training band, and a 95-page booklet, "Not Too Young – Teaching Electoral Democracy to Young South Africans", for teachers and learners in the General Education and Training band.

This material contains classroom activities linked to co-curricular activities and social media opportunities on Twitter, YouTube and Facebook.

Much enthusiastic and positive appreciation of the teaching and learning material was received from principals, learners and schools. The content dealt creatively with core electoral democracy matters, providing support for discussions based on elections and on themes emerging from the co-curricular activities. The material was reported as being age-relevant and was used to supplement teaching and learning support material already available in schools.

The material was particularly useful for learners who were members of the Representative Council of Learners (RCLs) – the Electoral Commission engages with learner councils on a continuous basis. The project assisted both learners and educators to experience the voting process through the mock voting stations that were set up in some schools. One teacher reported: "It gave me the confidence I needed to present on this particular topic."

Learners generated material and activities, which included poems about democracy, the singing of the national anthem, mock voting and simulation of the voting process, artwork and messages from different stakeholders who participated during the week.

The 2014 Schools Democracy Week was well received by most school principals and teachers, as well as learners. It provides a welcome value-add to the Life Orientation curriculum. The programme is based on a participatory approach and experiential learning, which seems to entrench the necessary knowledge, skills and attitudes.



Learners from Steynville Primary School in the Western Cape during the 2014 Schools Democracy Week, showing that you are never too young to learn about democracy



"Becoming a Good Citizen" – the teaching and learning material produced for learners in the Further Education and Training band for Schools Democracy Week



**Youth representatives from around South Africa voicing their opinion on an agenda for effective youth participation in the processes of electoral democracy at the National Youth Summit held in September 2014**

### National Youth Summit

As part of its programme to mark 20 years of electoral democracy, the Electoral Commission brought together the youth from all backgrounds and parts of South Africa for a youth summit in September 2014. The summit was attended by approximately 140 delegates representing institutions of higher learning, political parties, youth and civil organisations from around South Africa – along with youth representatives of the Electoral Commission from all provinces.

The plenary sessions of the summit were also streamed live via the web to allow for wider participation.

One of the main purposes of this summit was to develop an agenda for effective youth participation in the processes of electoral democracy. The summit was also intended as a springboard for creating recurring engagements and lasting relations with institutions of higher learning, CSOs, youth divisions of political parties and interested youths.

The output of the summit is summarised in an agenda for enhanced youth participation in electoral democracy. The four elements of the agenda are as follows:

- a) Increased engagement with the youth: All stakeholders in electoral democracy in South Africa should work to establish, maintain and deepen relationships with young South Africans and organisations representative of all communities and demographics in our country.
- b) Expanded and continuous education on democracy: All stakeholders should seek ways of building the confidence in and understanding of young people in the electoral democracy process.
- c) Increased representivity in electoral democracy: All stakeholders should seek ways of enhancing the representivity of young people in structures and the process of electoral democracy in South Africa.

- d) Increased participation by the youth: All stakeholders should pursue an increase in voter participation in all forms of elections by young people, including increased registration and voter turnout.

### Partnership with SABC Education

The Electoral Commission's partnership with SABC Education (the education department within the South African Broadcasting Corporation (SABC)) enables extended reach on television, radio and social media platforms. The 2013/14 Voter Participation Survey revealed that, while a diversified media campaign is critical to reaching a diverse electorate, radio and television continue to be powerful and preferred vehicles for education, and have the greatest reach and highest usefulness evaluations.

The partnership produced a television programme named "The Right to Win". This was civic and democracy 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 was flighted on SABC2 from March to May 2014. Aimed at a broad crossover audience, it is one of the first game shows in the world to focus solely on democracy issues.

A voter education radio series was broadcast on 13 of the SABC's regional public radio stations in all official languages.

Four radio and television voter education "fillers" (short voter education messages) on special votes, the secrecy of the vote, the voting process and balloting education were developed and aired on all the SABC's television channels and public radio stations. They were also available on social media.



### **Improving access to the vote and enhancing the voting experience for persons with disabilities**

The Electoral Commission continues its efforts to advance inclusion and equality, participation, representation and access to the vote for persons with disabilities. This is achieved through partnerships and consultations with organisations representing persons with disabilities, and through accessible and inclusive civic education programmes. The Electoral Commission is committed to continually improving the voting experience of differently abled and challenged groups. On an ongoing basis, the Electoral Commission formalises MoUs with SANCB and the Deaf Federation of South Africa (DeafSA). The training of trainers and voter education programmes were conducted for communities of visually impaired and deaf citizens.

### **Providing for the visually impaired**

The Electoral Commission has committed itself to meaningfully uphold and progressively realise and improve the rights and duties of persons with disabilities to exercise their universal right to accessible and inclusive voting in public on equal terms with others. The Electoral Commission, together with SANCB, developed a voting aid, the UBT in 2011 to assist persons with disabilities and special needs to have an independent and secret vote during elections. This continued to be used before and after the 2014 National and Provincial Elections in by-elections held throughout the country.

The Electoral Commission's submission of the UBT to the Zero Project 2015 was identified as one of the 42 Global Innovative Practices of 2015. The Electoral Commission received an international award for the UBT in February 2015 at the United Nations Office/Vienna International Centre in Austria.

The record number of parties contesting the 2014 National and Provincial Elections necessitated that the Electoral Commission and SANCB collaborate to produce a special new cardboard ballot template to allow visually impaired voters to vote unaided in the 2014 National and Provincial Elections. The new cardboard template accommodated the 2014 national ballot paper featuring the 29 parties. The 2014 cardboard template worked in exactly the same way as the plastic UBT. It had windows numbered in Braille and raised letters so that people with different tactile-literacy levels could use the same template. To familiarise visually impaired voters with the order of the political parties on the national and provincial ballots before going to vote, information was available through the Commission's call centre. Voters could contact the call centre on 0800 11 8000 and select the self-service option to hear the list of parties as they appear on the national and provincial ballot papers.

### **DeafSA South African Sign Language Interpreters workshops**

Sign language interpreters were trained on elections terminology and on electoral processes in all provinces. DeafSA advertised the workshops on social media to encourage as many sign language interpreters as possible to attend. Many sign language interpreters are volunteers and, accordingly, there was no charge for attending workshops.

The Multilingual Election Terminology List developed by the Electoral Commission in partnership with the National Language Service (NLS), based in the Department of Arts and Culture, was used.

The training of sign language interpreters is part of a project to educate the public about election terminology in all languages,

providing election practitioners, interpreters and language experts with a tool to standardise and improve the quality of translation, as well as promoting multilingualism and broadening the public's knowledge about elections.

## **RESEARCH AND KNOWLEDGE MANAGEMENT**

### **Knowledge Centre**

The Electoral Commission boasts an excellent Knowledge Centre, consisting 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 43 of 1996), the Promotion of Access to Information Act (Act 2 of 2000) and the Electronic Communications and Transactions Act (Act 25 of 2002).

### **Seminar on conditions conducive to free and fair elections**

In March 2015, the Electoral Commission hosted representatives of South Africa's political parties who are members of the National Party Liaison Committee (NPLC) at a two-day seminar in Cape Town on the conditions conducive to free and fair elections.

Establishing, maintaining and promoting conditions conducive to free and fair elections is at the heart of the organisation's constitutional mandate and is the foundation on which successful, peaceful and prosperous democracies are built.

### **Exhibition at the National Results Centre**

A successful exhibition, showing achievements of the Electoral Commission over 20 years of democracy, drew much attention at the National Results Centre, and raised awareness of the cumulative achievements in electoral management since 1994.

### **Election Satisfaction Survey 2014**

On Election Day, the Human Sciences Research Council (HSRC) conducted an election satisfaction survey. The survey demonstrated clearly that the voting public was overwhelmingly confident that the 2014 National and Provincial Elections were both free and fair, and provided an exceptionally favourable evaluation of the management performance of the Electoral Commission, and the conduct of officials at voting stations.

The main aim of the Election Satisfaction Survey 2014 was to determine the opinions and perceptions of both voters and election observers regarding the freeness and fairness of the electoral process. A further aim was to assess the Electoral Commission's operational efficiency in managing the 2014 National and Provincial Elections. This is important in evaluating the credibility and legitimacy of the 2014 elections.

The study was conducted among two groups of respondents: South Africans who voted in the 2014 National and Provincial Elections, and local and international elections observers. The target population for the voter component of the study was individuals aged 18 years and older who are South African citizens and who were registered as voters for the 2014 National and Provincial Elections. In addition, the local and international election observers visiting the selected voting stations on Election Day were also interviewed.



## KEY FINDINGS:

### General voting experience

- Some 70% of voters took less than 15 minutes to reach their voting stations, with 19% taking between 16 and 30 minutes, 7% taking between 31 and 60 minutes and 4% taking longer than an hour.
- On average, voters waited 16 minutes in the queue before voting.
- Overall, 85% of voters found the voting stations easily accessible to persons with disabilities and the elderly, while 9% did not.
- Some 97% were satisfied with the instructions and signs about where to go and what to do.
- Some 98% found the voting procedures inside the voting station easy to understand.

### Consideration of voting procedure for people with special needs

The majority of voters stated that the voting procedures considered the needs of the elderly (91%), persons with disabilities (84%), the partially sighted (77%), the blind (70%), women (89%) and women with babies (84%).

### Timing of decision on political party of choice

Decisions about party choice were mostly made months prior to Election Day (77%), with only a small share deciding on their voting preference on Election Day or shortly beforehand (11%).

### Perceived secrecy of the vote

Some 97% of voters expressed satisfaction with the secrecy of their vote. Equally high proportions of satisfaction were found among the various race groups, age groups and for men and women.

Table 17: Secrecy of the vote

	Satisfaction with the secrecy of one's vote (percentage)
Very satisfied	74.2
Satisfied	23.3
Neither satisfied nor dissatisfied	1.5
Dissatisfied	0.3
Very dissatisfied	0.4
(Don't know)	0.3
Total	100.0
<b>Total percentage "satisfied"</b>	<b>97.5</b>

### Political coercion

Some 95% reported that no one tried to force them to vote for a certain political party. Of those who mentioned some form of coercion, 31% said that this actually changed their voting decision. The most commonly mentioned sources of this coercion were political parties and family members.

### Political party tolerance

Some 55% of voters expressed the view that political parties were very tolerant of one another during the 2014 election campaigns, with 24% reporting that parties were somewhat tolerant of each other, while 14% perceived intolerance.

### Electoral freeness and fairness

An overwhelming majority of sampled voters (97%) felt that the election procedures were free. Similarly, 96% of the voters were of the opinion that the election procedures were fair.

Table 18: Do you think that the election procedures were free and fair?

	Election procedures were free (percentage)	Election procedures were fair (percentage)
Yes	94.2	94.1
Yes, with minor problems	2.5	2.3
Not at all	1.6	1.6
(Don't know)	1.7	2.0
Total	100.0	100.0
<b>Total percentage "yes"</b>	<b>96.7</b>	<b>96.5</b>

### Electoral Commission performance

- Some 97% voiced general satisfaction with the quality of services rendered by Electoral Commission officials to voters, with 2% expressing a neutral position and 1% being dissatisfied.
- Voters were asked to rate 10 aspects of the conduct of Electoral Commission officials at their voting station. Overall, there was a very positive assessment of officials. Officials were rated as extremely friendly (85%), helpful (85%), patient (83%), co-operative (82%), professional (81%), honest (80%), knowledgeable about elections (79%), interested in their jobs (79%), considerate (78%) and impartial (73%).

### Voter education

- Some 65% of voters believed that the Electoral Commission's voter education was very effective, 25% felt it was somewhat effective, and 4% indicated that it was ineffective. Some 6% were uncertain or unsure of how to respond to the question on voter education effectiveness.
- Voters were asked to indicate the extent of the usefulness of various information sources to which they had access in providing them with information about voting. Radio and television (97% and 96% respectively) were regarded as the most useful information sources about voting. Posters and billboards (92%), as well as political parties (89%), newspapers (88%), pamphlets (86%) and voter awareness booklets (83%), also received broadly positive evaluations.

## COMMUNICATIONS

### Overview

Communication plays a vital role in promoting electoral democracy through providing information, facilitating education, creating awareness and encouraging action in support of the objectives of the Electoral Commission.

As can be expected, communication activities both internally and externally during the first quarter of the year under review were dominated by the 2014 National and Provincial Elections, which took place on 7 May 2014. During this period, the final phases of the Electoral Commission's communication campaign for the elections were implemented, namely encouraging registered voters to turn out

to vote, communicating progress in the preparations for and holding of the elections, the counting of votes and the final results, and the official handover of the seat allocations and final list of candidates to the Chief Justice for the swearing in of representatives.

During the remaining three quarters of the financial year under review, communication activities focused on ongoing education and awareness of electoral democracy, especially with regard to by-elections, support for the Electoral Commission's 20 Years of Electoral Democracy Programme and the Schools Democracy Week.

### 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, the print media and social media platforms, such as Twitter, Facebook and YouTube. Maintaining an open and transparent relationship with a wide variety of media is crucial to managing both the flow of information to 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 2014 National and Provincial Elections. During the period under review, the media was a key channel of information to inform stakeholders about the preparations, progress and success of the 2014 National and Provincial Elections. During the final week of the elections (from 5 up to 10 May 2014 when the results were announced), the Electoral Commission issued a media statement each day (and frequently more than one a day), updating the public.

Information was also disseminated to the media via the results application and direct links to media houses, which proved highly successful in providing real-time results to the media. Among the key achievements during the year under review were the following:

- A total of 64 media releases were issued.
- Approximately 100 interviews were scheduled with South African and international media.

### Media monitoring

The Electoral Commission 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, which showed the following:

- Media reports for 2014/15: 12 569
- Positive reports: 2 037 (16%)
- Negative reports: 3 496 (28%)
- Neutral reports: 7 036 (56%)

### External communication

The external communications campaign for the 2014 National and Provincial Elections peaked during April and May 2014 as voters were reminded and encouraged to participate in the elections.

This campaign included a wide range of communication with stakeholders in the form of advertising across a range of media channels, including television, print, radio, outdoor and an extensive digital campaign for the first time. Other forms of communication included the printing and distribution of flyers, posters and printed materials. In the days prior the election, a special four-page insert explaining all aspects of the voting and counting process was published in all 11 official languages. Over 10 million copies were distributed in nearly 200 community, regional and national publications during the first week of May 2014.

In addition, the 2014 National and Provincial Elections saw the first generation of South Africans who were born into freedom vote in a national and provincial election 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.



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**The voting phase of the Electoral Commission's social media campaign on Facebook and Twitter saw almost daily posts and tweets encouraging citizens to vote, and giving interesting facts on the voting process**



Statistics indicate that, election after election, the percentage of eligible youth who actually register and vote is relatively smaller when compared with other age segments. This is true both in South Africa and internationally. Globally, it has been shown that two key factors contribute to an increase in youth 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 that 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: "IXSA" (I Vote South Africa).

- 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 voting phase of the social media campaign on Facebook and Twitter began on 7 April 2014, with almost daily posts encouraging voters to vote, giving interesting facts on the voting process. Posts and tweets focused on various election timetable milestones, echoing formal media statements from the Electoral Commission, such as the application dates for special votes and Election Day for South Africans out of the country, videos from celebrities participating in the IXSA campaigns, and punting the IXSA electronic game and application page on the website.

The impact of the social media strategy continued to be felt early in the 2014/15 financial year. Between April and May 2014, the Electoral Commission enjoyed the following growth in key social media platforms:

- a) It achieved an all-time record of 17 519 new Twitter followers, up from 38 067 at the end of April 2014 to 55 586 at the end of May 2014. The Electoral Commission was the fastest-growing Twitter brand during March and April 2014.



- b) Facebook likes increased by 29 131 from 185 413 likes at the end of April 2014 to 214 544 likes at the end of May 2014. The number of Facebook likes peaked at 214 710 on 10 May 2014, the day of the announcement of the 2014 National and Provincial Elections results. The Electoral Commission made the Top 50 South African brand list on Facebook and was the leading public sector brand.
- c) On Mxit, the Electoral Commission grew its subscribers from some 360 000 to over 400 000 on the platform. The Electoral Commission entered the Mxit Top 20 brands for the first time in April 2014 at number 17.

By the end of the 2014/15 financial year, activity on the Electoral Commission's official Twitter page continued to show organic growth after the election period, recording just under 70 000 followers by the end of March 2015, while the number of likes on Facebook stabilised at just over 216 000.

The Electoral Commission's social media campaign for the 2014 elections was awarded first prize in the category "Citizen Engagement" in the second annual ICPS Electoral Awards held in December 2014.

A final phase of the advertising campaign was to thank voters – in all official languages – for their participation and to remind them of the important role they played in deepening democracy in South Africa. These adverts were broadcast on national radio stations for three days after the elections, along with print adverts in the Sunday newspapers.

### Voter education game

As part of the social media and youth strategy, an animated 3D digital game was developed to teach new voters about the electoral process. The game was made available for free download via the Apple iStore, as well as Google (for Android). A version was also available on Facebook.

During its first week of availability in April 2014, the game was downloaded by over 2 500 people and received a rating of 3.9 out of 5 by users.

### 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 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 were extended from 07:00 to 21:00 during heightened activity periods (that is, four weeks prior to and including Election Day).

The purpose of the call centre is to allow potential eligible voters to clarify any queries they may have with regard 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



**Once again in the 2015 National and Provincial Elections, the Electoral Commission's call centre was inundated with calls from voters, most of whom wanted to know about the location of voting stations, special voting procedures and whether voters could vote at any voting station**

(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 regard to the following:

- a) Information about the status of the registered voter on the national common voters' roll
- b) Any other information that affected eligible voters with regard 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 May 2014:

- Total number of calls: 149 666
- Number of calls abandoned: 19 413
- Number of calls handled by integrated voice response (IVR): 43 911
- Service levels reached: 95.11%
- Average answer time: 0.05 seconds
- Average length of call: 2 minutes 40 seconds

The most common questions about voting were about the special voting procedures, the location of voting stations, and whether voters could vote at any voting station or only at the voting station where they were registered.



IEC South Africa @IECSouthAfrica · May 10

Goodnight and see you in the 2016 Municipal Government Elections, says CEO Mosotho Moepya. [pic.twitter.com/8X7xa7ZMyl](https://pic.twitter.com/8X7xa7ZMyl)

Reply Retweet Favorite

Flag media

**The announcement of the results for the 2014 National and Provincial Elections to great fanfare, captured in this tweet from the Electoral Commission**

## Internal communications

Staff members are key stakeholders in any organisation, and the Electoral Commission is no exception. 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 regular newsletter issued electronically to all staff
- Regular email notices of important events, news, legislative amendments and other operational issues
- Text messages to all staff ahead of the election week to encourage and motivate them
- The Electoral Commission's leadership meeting face-to-face with staff at the national office to exchange information and answer questions about key issues during staff engagement sessions, known internally as Siyathetha sessions

## 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, communication and education activities. Among others, the following publications were finalised, printed and distributed during the year under review:

- **Guide to the 2014 Elections:** The Electoral Commission has published this election information brochure, informally known as the "ROC Guide", with every national and provincial election since 1999. The publication is aimed primarily at non-voter stakeholders (members of the media and political parties in attendance at the ROCs countrywide on Election Day and the days leading up to the announcement of the results). The secondary target audience includes any other interested parties, stakeholders and future visitors to the Electoral Commission. The purpose of this publication is to ensure accurate, and regular, reporting by the media on the 2014 National and Provincial Elections results, and to empower political parties with the necessary election information. The publication achieves this by:
  - providing a detailed overview of the Electoral Commission's mandate, structure and operational procedures;
  - giving a detailed overview of the Electoral Commission's preparations for the 2014 National and Provincial Elections, including those pertaining to logistics and infrastructure, civic and voter education, the national voters' roll and political party liaison, among others;
  - providing a relatively detailed overview of the results of South Africa's past four national and provincial elections and the Electoral Commission's achievements in this regard;
  - contextualising the ROCs as the heart of the Electoral Commission's electoral processes, and providing basic detail of the facility; and
  - celebrating 20 years of democracy.
- **The 2014 Annual Report:** The Electoral Commission is required, in terms of section 14(1) of the Electoral Commission Act and



section 40(d) of the PFMA, to submit an audited statement on its income and expenditure, and a report on the functions, activities and affairs of the Commission to the National Assembly in respect of each financial year. The publication is distributed to members of the National Assembly in Parliament, political parties via the PLCs, observer missions, CSOs, tertiary institutions, libraries, members of the media via the Communications Department and, internally, to senior management of the Electoral Commission.

- **The 2014 Elections Report:** In terms of section 14(3) of the Electoral Commission Act, the Electoral Commission is required to publish a report on the elections "as soon as possible after the end of an election". In accordance with the legislative requirements, elections reports are disseminated to, among others, members of the National Assembly, the Auditor-General, National Treasury, members of the PLCs, other Chapter 9 institutions, legal deposit libraries, and various institutions of higher learning and research. The report was tabled in Parliament in April 2015.
- **20 Years of Electoral Democracy Awards Guide:** As part of its celebration of 20 years of electoral democracy, the Electoral Commission held a 20 Years of Democracy Awards ceremony on 19 November 2014, recognising those pioneers, activists and servants to our country's democracy. To commemorate the awards, a special guide was published to detail the contributions of all the award winners. This guide was then distributed at the ceremony.

Worth noting is that, in this digital age, an electronic copy of all of the Electoral Commission's publications is uploaded to the Electoral Commission's website ([www.elections.org.za](http://www.elections.org.za)) for public reference.

### Events management

One of the services which Communications provides to the organisation is event management, notably of large-scale events, including conferences, seminars and other high-profile stakeholder events. During the year under review, the Communications team arranged the following major events, among others:

- a) **Opening of the National ROC:** This event was held at the Tshwane Events Centre on 30 April 2014. President Jacob Zuma was the guest of honour:

- b) **The 20 Years of Democracy Dinner:** A special dinner for approximately 400 internal and external stakeholders was held at Freedom Park on 3 May 2014 to celebrate 20 years of democracy in South Africa.
- c) **Announcement of Results:** The event to announce the final election results for the National and Provincial Elections was held at the National ROC on 10 May 2014. The event, which was televised live, was attended by approximately 1 000 stakeholders and was followed by a gala dinner:
- d) **The 20 Years of Democracy Colloquium and Awards Dinner:** A high-level colloquium for a variety of external stakeholders was held over two days at the Pan African Parliament in November 2014. The event was concluded with an awards ceremony in which previous members of the Electoral Commission were honoured for their contribution to electoral democracy in South Africa.
- e) **The 9th International Centre for Parliamentary Studies (ICPS) Electoral Democracy Symposium and Awards:** The Electoral Commission hosted the 9th ICPS Electoral Democracy Symposium, which was attended by approximately 120 electoral officials from over 50 countries during December 2014.



**Deputy Chairperson of the Independent Electoral Commission in 1994, Deputy Chief Justice Dikgang Moseneke, receiving his award from current Vice-Chairperson Terry Tselane at the 20 Years of Democracy Awards held in November 2014**

## LINKING PERFORMANCE WITH BUDGETS

Programme name	2014/15			2013/14		
	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	163 682	167 052	(3 370)	303 806	282 055	21 751



# PART C

## Governance

# Part C: Governance

## 1. INTRODUCTION

Corporate governance embodies processes and systems by which institutions are directed, controlled and held to account. In addition to legislative requirements based on the Electoral Commission Act, corporate governance with regard to the Electoral Commission is applied through the prescripts of the PFMA.

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 multi-party committee established in terms of the Rules of Parliament.

There were several interactions with the Portfolio Committee on Home Affairs during the course of the year under review. These included the following sessions:

- a) 19 August 2014 for a presentation on proposed legislative amendments;
- b) 14 October 2014 for the presentation of the annual report and annual financial statements;
- c) 26 November 2014 for an oversight visit by the Portfolio Committee to the offices of the Electoral Commission;
- d) 5 February 2015 for the strategic planning workshop of the Portfolio Committee; and
- e) 24 March 2015 for the presentation of the Strategic Plan and APP.

## 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 Commission is established in terms of section 6 of the Electoral Commission Act. The members of the Commission are as follows.

Table 19: Commission meetings

Name	Date appointed	Number of meetings attended
Adv Pansy Tlakula	8 November 2011	8 (resigned during the course of the year)
Mr Terry Tselane	8 November 2011	18
Judge Gidfonia Makhanya	10 May 2011	17
Rev Bongani Finca	8 November 2011	17
Ms Raenette Taljaard	8 November 2011	16 (resigned during the course of the year)

Members of the Commission are appointed for a term of seven years. The Commission appoints the CEO. It also adopts the Strategic Plan, monitors and oversees its implementation, and reports annually 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.

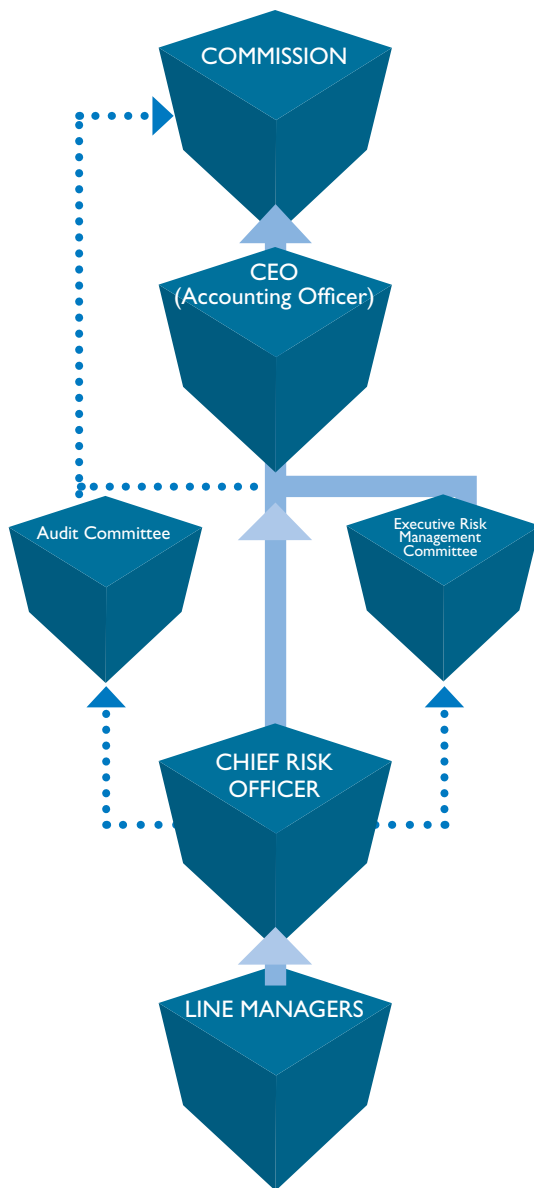
The Commission has established a number of other committees to advise it on the execution of its duties.

Table 20: Commission meetings

Committee	Chairperson
Elections Management	Mr Terry Tselane
Finance, Risk and Compliance	Mr Terry Tselane
Governance and Ethics	Mr Terry Tselane
Human Resources Governance	Mr Terry Tselane
Outreach, Communications and International Relations	Rev Bongani Finca
Research, Knowledge Management and Publications	Rev Bongani Finca

## 5. RISK MANAGEMENT

During the course of 2012/13, the Risk Management Framework was comprehensively reviewed and updated. A revised Risk Management Policy and Risk Management Framework was approved by the Commission on 12 April 2012 and 25 June 2012 respectively. The risk management reporting structure is set out below.



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. In the interim, a secondment was concluded to fulfil the role until a determination is made.

An annual strategic planning workshop was held involving senior management, where strategic and annual performance plans were reviewed and risks identified that would potentially prevent the Electoral Commission from achieving its objectives. Seventeen operational risk registers, which include those for nine provinces

and eight national departments, are completed quarterly for their respective areas of responsibility, which are used as a basis, together with the knowledge and experience of the Executive Risk Management Committee (ERMC), to review and update the Strategic Risk Register, which is completed at the quarterly meeting of the ERMC.

Efforts were made and will continue to address areas of improvement that are identified. There were inconsistencies which required immediate corrective action in the following areas:

- Risk taxonomy and naming conventions
- Causes and consequences of the risk
- Inherent risk and residual risk
- Existing control measures
- Agreed actions (start and complete dates)
- Risk owner
- Current status of planned mitigation actions

## 6. 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 and standard operating procedures have been drafted and are updated as 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.

## 7. INTERNAL AUDIT AND AUDIT COMMITTEE

The Electoral Commission uses a co-sourced model of internal auditing under the direction of the CAE. The CAE reports technically to the statutory Audit Committee and administratively to the CEO.

The Audit Committee continues to operate within its written terms of reference to ensure that its responsibilities are executed timeously. The membership of the Audit Committee was increased to five with the addition of an ICT portfolio. Accordingly, two new members were recruited and appointed, and came on board in October 2014.

The third Audit Committee convened for five meetings during the year and the fourth Audit Committee convened for a further five meetings. Details of the individual members of the Audit Committee and attendance at meetings during 2014/15 are as follows:

Table 21: Audit Committee members

Name of member (all external)	Qualifications	Date appointed	Attended	Apologies	Total attended
Mr JFJ Scheepers (Former Chairperson)	CA(SA)	February 2005	6	Retired July 2014	6
Ms K Rapoo	GIBS Executive Development Programme – Advanced Project Management	February 2010	6	4	6
Ms CH Wessels	LLM	February 2010	9	1	9
Mr JM Lekgetha	BCom	April 2011	8	2	8
Mr Il van Niekerk	CA(SA)	October 2014	5	New appointment	5
Mr YN Gordhan (Chairperson)	CA(SA)	October 2014	5	New appointment	5

Table 22: Audit Committee meetings

Name of member	26 March 2015	16 March 2015	3 December 2014	27 November 2014	23 October 2014	29 July 2014	18 June 2014	29 May 2014	20 May 2014	29 April 2014
Mr JFJ Scheepers (Former Chairperson)	Retired					√	√	√	√	√
Ms K Rapoo	√	√	x	x	x	√	√	√	x	√
Mr JM Lekgetha	√	√	√	x	√	√	√	x	√	√
Ms CH Wessels	√	√	√	√	√	x	√	√	√	√
Mr YN Gordhan (Chairperson)	√	√	√	√	√	New appointments				
Mr Il van Niekerk	√	√	√	√	√					

Officials of the Auditor-General, the CEO, the Chief Financial Officer, the CAE and representation from the co-sourced internal audit firms have attended general meetings of the Audit Committee.

In addition, one commissioner assigned at the discretion of the Chairperson of the Commission also has a standing invitation to attend general meetings of the Audit Committee pending his or her availability.

Table 23: Audit Committee meetings – Commissioners

Commissioner in attendance	26 March 2015	16 March 2015	3 December 2014	27 November 2014	23 October 2014	29 July 2014	18 June 2014	29 May 2014	20 May 2014	29 April 2014
Commissioner Terry Tselane	x	√	x	x	x	x √ cs	x	√	x	x
Commissioner Raenette Taljaard	Resigned		x	x	x	x √ cs	x	√	√	x
Commissioner Bongani Finca			x	x	x	x √ cs	x	√	√	x

cs = closed session

The Audit Committee held confidential discussions with Internal Audit, the Auditor-General, the CEO, as well as with the Commission as and when required.

The members of the fourth Audit Committee have taken due care to establish a working rapport with one another and to ensure adequate knowledge transfer to the two new members. The internal process to recruit and appoint additional members has started (given that the two longest-serving members will be retiring at the end of July 2015) to ensure that a full complement of five members will be on board as soon as possible for the Audit Committee to continue executing its responsibilities in the upswing to the 2016 Local Government Elections, as well as driving the combined assurance implementation with the rest of the recommendations in the Institute of Internal Auditors (IIA) report on the external quality review of the internal audit activity.

The CAE assigned a “needs improvement” for the overall rating of the control environment of the Electoral Commission during 2014/15.



Table 24: Internal audit projects

Completed projects			
#	Reference to Risk-based Internal Audit Plan (RBIAP) 2014/15	Scope area/Internal Audit projects	Report rating
<b>Operations and other</b>			
1	2	<b>Performance information/predetermined objectives review</b>	
	2.1	Report on the verification of the accuracy of the 2014/15 Quarter 3 performance reported by management against the APP	Needs improvement
	2.2	Internal Audit Report on AoPi – Phase 1 and 2	Needs improvement
	3.1	Online Simultaneous Survey – performance management monitoring and evaluation	Needs improvement
2	7	<b>Electoral Operations (2014 NPE, by-elections, etc.)</b>	
	7.1	Eastern Cape 2014 NPE Observations Review	Needs improvement
	7.2	Free State 2014 NPE Observations Review	Needs improvement
	7.3	Gauteng 2014 NPE Observations Review	Needs improvement
	7.4	KwaZulu-Natal 2014 NPE Observations Review	Needs improvement
	7.5	Limpopo 2014 NPE Observations Review	Needs improvement
	7.6	Mpumalanga 2014 NPE Observations Review	Needs improvement
	7.7	North West 2014 NPE Observations Review	Needs improvement
	7.8	Northern Cape 2014 NPE Observations Review	Needs improvement
	7.9	Western Cape 2014 NPE Observations Review	Needs improvement
	7.10	Eastern Cape By-elections of Dissolved Councils	Needs improvement
	7.11	KwaZulu-Natal By-elections of Dissolved Councils	Needs improvement
	7.12	North West By-elections of Dissolved Councils	Needs improvement
		<b>Finance and Supply Chain Management</b>	
3	8.1	Internal Financial Controls Phase 1	Needs improvement
	8.2	Internal Financial Controls Follow-up Phase 2	Needs improvement
4	10	Probity Services Review	Needs improvement
5	12	Office and Warehouse Relocation and Infrastructure	Part of provincial audits
6	13	Annual Report and Annual Financial Statements reviews – Eastern Cape and Represented Political Parties Fund (RPPF)	N/A
		<b>Information Technology Audits</b>	
7	17	Information Technology Data Management Report	Needs improvement
8	19	IT Applications Control Review – Phase 1 Process Understanding (CNS and VSO)	N/A
9	22	Payroll CAATs and Payroll Analysis Validating Staff Complement Phase 1	N/A
		<b>Other audits</b>	
10	23	Occupational Health and Safety (OHS) Audit	Part of provincial audits and included in that report
		<b>Follow-up audits</b>	
11	28	Office and Warehouse Relocation and Infrastructure Follow-up Audit	Part of provincial audits and included in that report
		<b>Implementation levels compliance reviews</b>	
12	31	Eastern Cape	Needs improvement
13	32	Free State	Needs improvement
14	33	Gauteng	Needs improvement
15	34	KwaZulu-Natal	Needs improvement
16	35	Limpopo	Needs improvement
17	36	Mpumalanga	Needs improvement
18	37	North West	Needs improvement
19	38	Northern Cape	Needs improvement
20	39	Western Cape	Needs improvement
21	40	Project Assurance Review at National Office (aspects of management review)	Needs improvement

\* Included in simultaneous electronic survey of officials included in the Senior Management Service (SMS) cluster in the Electoral Commission

The overall draft strategy to re-engineer the internal audit function, as well as the revision of the model of internal audit service delivery in the Electoral Commission, is receiving the attention of the Audit Committee and the Accounting Officer for recommendation to the Commission in the first quarter of the 2015/16 financial year.

## 8. COMPLIANCE WITH LAWS AND REGULATIONS

A detailed review of all procurement processes and documentation is undertaken after each external audit, and a continuous process of monitoring the legislative environment is in place. The Electoral Commission has a fully functional compliance unit and all procurement transactions are reviewed to ensure compliance with the relevant prescripts.

## 9. FRAUD AND CORRUPTION

The Fraud and Corruption Prevention Policy and Whistleblowing Policy were drafted and approved by the Commission on 6 March 2015. In addition, the Fraud Prevention Strategy was reviewed and revised, and approved on the same date.

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 to fraud and corruption.

An anonymous fax line to report suspected fraud and corruption is available at the Electoral Commission and all faxes received are followed up. A decision has been taken to outsource this service and specifications are in the process of being drafted with a view to putting it on tender.

Any incidents reported, or that come to the attention of management through other means, are investigated and the appropriate action is taken, either disciplinary or criminal, or both.

## 10. MINIMISING CONFLICT OF INTEREST

The Electoral Commission recognises that conflicts extend beyond procurement matters, and a Conflict of Interest Policy that addresses the broader issues has been drafted and is under consideration by the Commission. The need to be aware of potential conflicts and how to address these are reinforced at financial management workshops.

## 11. 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 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.

## 12. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

The Occupational Health and Safety Act, Act 85 of 1993, was adhered to and no contraventions were reported.

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. During the period under review, this committee met four times to carry out its functions in terms of the Act.

## 13. SOCIAL RESPONSIBILITY

The Commission has established a Governance and Ethics Committee, which should develop a Policy on Social Responsibility. Currently, employees of the Electoral Commission are encouraged to participate in various initiatives to contribute to social development. Such initiatives are organised centrally and time is allowed for this. Direct financial contributions are regulated by the PFMA.

## 14. AUDIT COMMITTEE REPORT

The Audit Committee is pleased to present its report for the financial year ended 31 March 2015.

### Audit Committee responsibility

The Audit Committee hereby reports that it has been established in terms of section 77 of the PFMA as amended and has complied with its responsibilities arising from Treasury Regulation 3.1. The Audit Committee also confirms that it has adopted the approved 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.

Details of its composition, meetings held and attendance are reflected in Part C, point 7 (page 46 and 47 of the Annual Report).

### Effectiveness of internal control

The systems of internal control are designed to provide effective assurance that assets are safeguarded, liabilities and working capital are efficiently managed, operations are efficient and effective, and that policies, laws and regulations are complied with.

From the various reports of Internal Audit and the Auditor-General of South Africa, the Audit Committee has recommended improvements in the internal control environment, mainly in regard to the collection and reporting of performance information, business processes, operational governance and ICT governance.

Management has committed to address these, and the Audit Committee will continue to monitor such remedial action in the ensuing year.

## Risk management

The Audit Committee raised concerns regarding the uncertainty about the future of the national office of the Electoral Commission as the court case to set aside the Riverside Office Park lease agreement is still in progress months before the earliest possible date of the next local government election. The Audit Committee has appealed to the Commission and the Accounting Officer to finalise scenario planning towards adopting an adequate strategy to deal with possible outcomes at short notice and will prioritise efforts to ensure that existing controls are identified to mitigate this risk.

The Audit Committee will also continue to monitor progress with the disciplinary actions relating to the Riverside Office Park lease towards a speedy conclusion that will then enable the organisation to invest enhanced energies into preparing to deliver on its constitutional mandate.

In addition to the information on risk management reflected in Part C (page 46), the Audit Committee is satisfied with the progress made with the implementation of the enterprise risk management initiatives.

## Internal audit

In addition to the information on internal audit reflected in Part C (pages 46 to 49), the Audit Committee addressed the balance between the contribution by the in-house staff of two members and the outsourced firms. The plan is to increase the in-house capacity, and the strategy in this regard is in progress.

The Audit Committee performed an assessment of the internal audit function, which was rated satisfactory.

## Finance function

The finance function discharged its responsibilities satisfactorily, despite having an interim chief financial officer who also holds the position of Deputy CEO: Corporate Services. Management has initiated a recruitment process, which is still in progress and to be finalised in the ensuing year.

## Quality of management reports

Quarterly financial and performance reports are tabled and presented at the Audit Committee meetings. However, the Audit Committee has requested management to improve the format of the financial reports and the quality of the performance information.

## Evaluation of audited annual financial statements

The Audit Committee has:

- reviewed and discussed with management the Management Report from the Auditor-General of South Africa;
- reviewed the appropriateness of the accounting policies and practices;
- reviewed and discussed the adjustments to the financial statements arising from the audit;
- noted the schedule of audit differences arising from the audit; and
- reviewed and discussed with management the audited annual financial statements and recommended its approval by the Accounting Officer and the Executive Authority.

The Audit Committee concurs with and accepts the audit report of the Auditor-General of South Africa.



**Y N Gordhan**

Chairperson of the Audit Committee

31 July 2015

A close-up photograph of a woman, likely an IEC official, wearing a light blue polo shirt. The shirt has "IEC OFFICIAL" printed on the right chest and "2014 ELECTIONS" above a logo on the left chest. She is looking down at a document, holding a black pen in her right hand and a yellow ruler under her left hand. The document contains a list of names and numbers. The background is slightly blurred, showing other people in similar shirts. Overlaid on the bottom right of the image is the text "PART D Human resources management".

**PART D**  
Human resources  
management

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# Part D: Human Resources Management

## I. INTRODUCTION

At the beginning of the period under review, the Electoral Commission had a total staff complement of 1 031 posts, with 934 posts filled and 97 vacant. By the end of the financial year, 920 posts were filled and 104 posts were vacant. Staff turnover was much higher in this financial year compared to the previous year, with most of the terminations emanating from resignations (13) and retirements (7).

Interviews were conducted for three of the vacant senior manager posts. One of the successful candidates will assume duty in the next financial year, while the other two were still in progress at the end of the reporting period.

This was the first year in the history of the Electoral Commission that more than two staff members left the organisation due to retirement.

The Human Resources Plan, which considers, inter alia, the policies and plans to address loss of staff due to retirement, was developed and approved. An implementation plan will be developed to ensure the achievement of the recommended interventions, and regular monitoring of achievements against the plan, will take place.

The new approach of acquiring approval prior to advertising vacant posts has had an impact on the organisational rate of reducing vacancies. Subsequently, the target of 980 posts filled by the end of the financial year was not achieved.

The review of the recognition agreement with the union was concluded in August 2014 and a new recognition and procedural agreement, which governs the relationship between the Electoral Commission and the recognised union, was signed by both parties. The parties also commenced with wage negotiations for the 2015/16 financial year in the last quarter of the reporting period. This was one of the major changes to the previous recognition and procedural agreement. In the past, the Commission applied the cost of living adjustment percentage as agreed upon between the Public Service and Public Service Collective Bargaining Council. The new agreement allows for an independent negotiation of salaries.

Five (62.5%) 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 Commission with three (37.5%) still pending.

The Employment Equity (EE) Report was compiled and submitted to the Department of Labour in January 2015. The Department of Labour briefed the Employment Equity Committee on the amendments to the Employment Equity Act and the new regulations.

The training of electoral staff members was a priority in the first quarter of the year under review, as the 2014 National and Provincial Elections were held in May 2014. After the elections, the by-election training material was reviewed to ensure alignment with the legislative amendments and new regulations.

In the quest to strengthen the managerial and supervisory skills of the Electoral Commission's staff, 109 employees across the organisation participated in the supervisory skills training programme.

In line with the Electoral Commission's vision of being a pre-eminent leader in election management and strengthening staff members' knowledge and understanding of election management, 34 staff members attended the Management of Democratic Elections in Africa programme, offered by the University of South Africa (Unisa) in partnership with the Electoral Commission.

## 2. HUMAN RESOURCES OVERSIGHT STATISTICS

### 2.1 Expenditure on remuneration

During the period under review, the Electoral Commission implemented inflationary increases for all its employees in April 2014, which was in line with the Public Service agreement.

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



**Continuous learning:** In November 2014, Commissioner Bongani Finca led a team from the Electoral Commission on a capacity-building mission to Korea at the invitation of the Association of World Election Management Bodies (A-WEB), supported by the Korean Civic Institute of Democracy (KOCEI) and the National Election Commission of the Republic of Korea. Here he and his staff are witnessing a Korean sorting and counting machine in action.



Table 25: Personnel cost according to salary band

Level	Personnel expenditure (R'000)	Percentage of personnel expenditure to total personnel cost	Number of employees	Average personnel cost per employee (R'000)
Commissioners	5 914	1%	4	1 478
Top Management	9 458	2%	5	1 892
Senior Management	54 466	10%	36	1 513
Middle Management	97 399	17%	127	767
Professionals	271 161	47%	633	428
Skilled	11 766	2%	49	240
Semi-skilled	103 147	18%	7 243	14
Very low skilled	18 705	3%	12 123	2
<b>Grand total</b>	<b>572 016</b>	<b>100%</b>	<b>20 220</b>	<b>4 672</b>

Table 26: Employment and vacancies according to rank

Programme	2013/14 number of employees	2014/15 approved posts	2014/15 number of employees	2014/15 number of vacancies	Percentage of total vacancies
Top Management	4	4	4	0	0.0%
Senior Management	40	44	37	7	6.3%
Professional qualified	762	845	760	85	76.6%
Skilled	53	62	49	13	11.7%
Semi-skilled	19	20	18	2	1.8%
Unskilled	56	56	52	4	3.6%
<b>Total</b>	<b>934</b>	<b>1 031</b>	<b>920</b>	<b>111</b>	<b>100%</b>



Each successful election depends on the efforts of approximately 220 000 temporary election officials. During the 2014 National and Provincial Elections these staff members manned 22 263 voting stations, after undergoing specialised training in controlling queues, marking the voters' roll, inking, issuing ballots, monitoring voting booths and ballot boxes, and the procedures for counting ballots.

Table 27: Employment and vacancies by structure

Division	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 Administrative Officer	1	1	0
	Assistant Administrative Officer	1	0	1
Commission Services	Manager	1	1	0
	Senior Administrative Officer	3	3	0
	Housekeeper	2	2	0
Deputy CEO Corporate Services	Deputy CEO	1	1	0
	Senior Administrative Officer	1	1	0
ICT Operations	Senior Manager	1	1	0
	Manager	2	1	1
	Deputy Manager	8	2	6
	Assistant Manager	10	3	7
	Senior Administrative Officer	4	0	4
	Administrative Officer	5	5	0
	Assistant Administrative Officer	2	1	1
Chief Financial Officer	Senior Manager	2	1	1
	Manager	3	3	0
	Deputy Manager	4	2	2
	Assistant Manager	3	3	0
	Senior Administrative Officer	8	6	2
	Administrative Officer	21	16	5
	Assistant Administrative Officer	2	1	1
Human Resources, 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 Administrative Officer	4	3	1
	Administrative Officer	5	3	2
	Assistant Administrative Officer	6	6	0
	Senior/Administrative Clerk	5	5	0
	Messenger/Driver/Housekeeper	10	8	2
Legal Services	Senior Manager	1	0	1
	Manager	1	1	0
	Deputy Manager	1	0	1
	Assistant Administrative Officer	1	1	0
Deputy CEO Electoral Matters	Deputy CEO	1	1	0
	Senior Administrative Officer	1	1	0
Logistics and Infrastructure	Senior Manager	1	1	0
	Manager	2	2	0
	Deputy Manager	2	1	1
	Assistant Manager	2	2	0
	Senior Administrative Officer	2	2	0
	Assistant Administrative Officer	2	2	0

Table 27: Employment and vacancies by structure (continued)

Division	Rank	Approved posts	Posts filled	Vacant posts
Electoral Matters	Senior Manager	1	1	0
	Manager	2	2	0
	Deputy Manager	1	1	0
	Assistant Manager	2	2	0
	Senior Administrative Officer	2	2	0
	Assistant Administrative Officer	2	1	1
Deputy CEO Outreach	Deputy CEO	1	1	0
	Senior Administrative Officer	1	1	0
Communications	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	1	0	1
	Senior Administrative Officer	1	1	0
	Administrative Officer	1	1	0
	Assistant Administrative Officer	1	0	1
Civic Education, Research and Knowledge Management	Senior Manager	1	1	0
	Manager	1	0	1
	Deputy Manager	2	1	1
	Assistant Manager	1	1	0
	Senior Administrative Officer	1	0	1
	Administrative Officer	1	0	1
	Assistant Administrative Officer	1	1	0
	Clerk/Photocopy Operator	4	4	0
Provincial Electoral Staff: Eastern Cape	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	4	4	0
	Assistant Manager	11	10	1
	Senior Administrative Officer	26	26	0
	Administrative Officer	3	2	1
	Assistant Administrative Officer	2	2	0
	Messenger/Housekeeper/Driver	2	2	0
	Senior Administrative Clerk	7	5	2
	Electoral Project Coordinator	87	74	13
	Cleaner	33	30	3
Provincial Electoral Staff: Free State	Senior Manager	1	0	1
	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	9	9	0
	Senior Administrative Officer	12	12	0
	Administrative Officer	2	2	0
	Assistant Administrative Officer	1	1	0
	Messenger/Housekeeper	1	1	0
	Senior Administrative Clerk	5	5	0
	Electoral Project Coordinator	28	25	3

Table 27: Employment and vacancies by structure (continued)

Division	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 Administrative Officer	15	14	1
	Administrative Officer	3	3	0
	Assistant Administrative Officer	1	1	0
	Messenger/Housekeeper/Driver	1	1	0
	Senior Administrative Clerk	7	3	4
	Electoral Project Coordinator	38	36	2
	Cleaner	5	5	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 Administrative Officer	21	20	1
	Administrative Officer	3	3	0
	Assistant Administrative Officer	2	2	0
	Messenger/Housekeeper/Driver	1	1	0
	Senior Administrative Clerk	11	9	2
	Electoral Project Coordinator	92	89	3
Provincial Electoral Staff: Limpopo	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	8	8	0
	Senior Administrative Officer	15	15	0
	Administrative Officer	2	2	0
	Assistant Administrative Officer	1	1	0
	Messenger/Housekeeper/Driver	1	1	0
	Senior Administrative Clerk	5	3	2
	Electoral Project Coordinator	60	59	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 Administrative Officer	10	9	1
	Administrative Officer	2	1	1
	Assistant Administrative Officer	1	1	0
	Messenger/Housekeeper/Driver	1	1	0
	Senior Administrative Clerk	3	2	1
	Electoral Project Coordinator	39	37	2



Table 27: Employment and vacancies by structure (continued)

Division	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 Administrative Officer	10	10	0
	Administrative Officer	2	2	0
	Assistant Administrative Officer	1	0	1
	Messenger/Housekeeper/Driver	1	1	0
	Senior Administrative Clerk	5	5	0
	Electoral Project Coordinator	31	31	0
Provincial Electoral Staff: North West	Senior Manager	1	1	0
	Manager	1	0	1
	Deputy Manager	1	1	0
	Assistant Manager	8	7	1
	Senior Administrative Officer	9	8	1
	Administrative Officer	2	2	0
	Assistant Administrative Officer	1	1	0
	Messenger/Housekeeper/Driver	1	1	0
	Senior Administrative Clerk	4	2	2
	Electoral Project Coordinator	38	33	5
	Cleaner	16	15	1
Provincial Electoral Staff: Western Cape	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	10	9	1
	Senior Administrative Officer	12	12	0
	Administrative Officer	2	2	0
	Assistant Administrative Officer	1	1	0
	Messenger/Housekeeper/Driver	1	1	0
	Senior Administrative Clerk	6	6	0
	Electoral Project Coordinator	38	34	4
<b>Total</b>		<b>1 031</b>	<b>920</b>	<b>111</b>

## 2.2 Employment changes

The turnover rate was approximately 2.72%, which is slightly higher than the previous financial year (1.93%). Most of the terminations this year were as a result of resignations and retirements. The number of retirees is the highest the Electoral Commission has ever experienced. Most of the terminations were from staff at Administrative Officer level. The number of positions filled in the year under review is lower than that of the previous year:

As illustrated in the table below, the Electoral Commission appointed 12 new employees in the reporting period, while there were 25 terminations as a result of resignations, dismissals, retirements or deaths during the period under review.

Table 28: Staff movement during the period under review

Salary band	Employment at beginning of period	Appointments	Promotions	Demotions	Terminations	Employment at end of period
Top Management	4	0	0	0	0	4
Senior Management	40	0	0	0	3	37
Professional qualified	762	8	23	0	17	760
Skilled	53	3	0	0	1	49
Semi-skilled	19	1	0	0	0	18
Unskilled	56	0	0	0	4	52
<b>Total</b>	<b>934</b>	<b>12</b>	<b>23</b>	<b>0</b>	<b>25</b>	<b>920</b>

Table 29: Reasons for staff leaving

Reason	Number	Percentage of total number of staff terminations
Death	4	16.0%
Resignation	13	52.0%
Dismissal	1	4.0%
Retirement	7	28.0%
Ill health	0	0.0%
Expiry of contract	0	0.0%
Other	0	0.0%
<b>Total</b>	<b>25</b>	<b>100%</b>

Table 30: Staff movement according to rank

	Recruited	Promoted	Demoted	Termination
CEO/Deputy CEO/Senior Manager	0	0	0	1
Manager	0	0	0	2
Deputy Manager	0	0	0	2
Assistant Manager	0	0	0	3
Senior Administrative Officer	1	6	0	1
Administrative Officer	7	7	0	10
Assistant Administrative Officer	0	2	0	1
Senior/Administrative Clerk	3	8	0	0
Messenger/Housekeeper/Driver	1	0	0	1
Cleaners	0	0	0	4
<b>Total</b>	<b>12</b>	<b>23</b>	<b>0</b>	<b>25</b>

Table 31: Staff resignations for 2012/13 to 2014/15

Year	Number of resignations	Percentage
2012/13	18	1.94%
2013/14	10	0.97%
2014/15	13	1.26%

Table 32: Wellness awareness sessions during the period under review

Year	Number of sessions
2012/13	18
2013/14	7
2014/15	9

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

Table 33: Sick leave absenteeism for 2012/13 to 2014/15

Year	Total number of sick leave days taken	Estimated cost	Number of employees who took 15 consecutive days
2012/13	3 261 days	R4 520 868.80	18
2013/14	2 870 days	R4 103 091.52	11
2014/15	3 757 days	R5 685 267.76	13

Table 34: Special sick leave absenteeism for 2014/15

Year	Total number of special sick leave days taken	Estimated cost	Number of employees who took special sick leave
2014/15	126 days	R213 238.00	4

Table 35: Average sick leave taken according to rank

Rank/level	Days
Deputy CEO	4
Senior Manager	6.88
Manager	6.75
Deputy Manager	4.76
Assistant Manager	5.98
Senior Administrative Officer	6.3
Administrative Officer	7.29
Assistant Administrative Officer	11.75
Senior/Administrative Clerk	4.86
Messenger/Housekeeper/Driver	10
Cleaners	6.07

Table 36: Employee deaths during the period under review

Office	Name	Date of death
Eastern Cape	Nonkululeko Gono	7 August 2014
National Office	Khaukanani Obadiah Tshifura	15 August 2014
Limpopo	Elizabeth Mohale	19 August 2014
Eastern Cape	Vivian Oelofse	3 March 2015

Table 37: Average age of the deceased for 2012/13 to 2014/15

Year	Number of deaths	Average age of deceased
2012/13	6	46.8
2013/14	5	40.62
2014/15	4	55.55

## 2.3 Labour relations

The review of the collective agreement between the Electoral Commission and NEHAWU was finalised and the new recognition and procedural agreement was signed in August 2014.

Formal disciplinary action was taken against 18 employees for contravening financial directives, prejudicing the administration and/or misconduct. During the period under review, six cases were finalised, while 12 formal cases are still pending finalisation.

Eight cases were referred to the CCMA by employees for various reasons. One of the cases was determined in favour of the Electoral Commission, one case was settled, one case was referred back to the Electoral Commission as the internal grievance procedures were not followed or exhausted, one case is still pending, and four cases were withdrawn.

Table 38: CCMA disputes

Nature of dispute	Number of employees
Sec 191(5)(a)(iii): Reason for dismissal not known	3
Sec 186(1)(e): Unfair dismissal – constructive dismissal	1
Sec 186(2)(a): Unfair conduct – promotion/demotion/probation/training/benefits	4
<b>Total</b>	<b>8</b>

As illustrated in the table below, the trend of matters referred to the CCMA by employees against the Electoral Commission has been relatively stable over the past three years.

Table 39: Disputes referred to the CCMA for 2012/13 to 2014/15

Referred	Number of cases
2012/13	6
2013/14	8
2014/15	8

Table 40: 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	10	10	6	6	2	3	4	4
Professional qualified	303	58	28	7	10	3	11	4
Skilled	11	414	1	47	1	7	1	14
Semi-skilled	8	11	1	3	0	0	0	0
Unskilled	2	2	0	0	0	0	0	0
<b>Total</b>	<b>336</b>	<b>497</b>	<b>36</b>	<b>63</b>	<b>13</b>	<b>13</b>	<b>16</b>	<b>23</b>



Table 41: 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	1	2	1	1	4	5
Professional qualified	317	34	44	5	7	3	40	14
Skilled	27	406	7	63	1	5	0	33
Semi-skilled	9	11	0	1	0	0	0	0
Unskilled	48	53	2	1	0	0	0	0
<b>Total</b>	<b>411</b>	<b>515</b>	<b>54</b>	<b>72</b>	<b>9</b>	<b>9</b>	<b>45</b>	<b>52</b>

Table 42: Representivity in terms of employment equity per level

Rank	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White
CEO/Deputy CEO	2	0	0	0	1	0	0	1
Senior Manager	6	2	0	1	3	0	1	0
Manager	4	4	2	3	6	1	0	4
Deputy Manager	13	0	0	3	8	0	2	6
Assistant Manager	44	4	4	1	28	5	1	8
Senior Administrative Officer	59	4	3	3	62	5	2	9
Administrative Officer	185	19	3	4	200	33	2	17
Assistant Administrative Officer	2	1	0	0	19	1	0	0
Senior/ Administrative Clerk	11	1	1	1	27	7	1	0
Messenger/ Housekeeper/ Driver	8	1	0	0	9	0	0	0
Cleaners	2	0	0	0	48	2	0	0
<b>Total</b>	<b>336</b>	<b>36</b>	<b>13</b>	<b>16</b>	<b>411</b>	<b>54</b>	<b>9</b>	<b>45</b>

Table 43: Employment equity goals

Period	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White
Numerical goals (until the end of September 2013)	348	52	17	60	305	53	10	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
Numerical goals (until the end of September 2018)	561	72	18	34	538	75	11	55



**PART E**  
Financial information

# Report of the Auditor-General to Parliament of the Electoral Commission

## REPORT ON THE FINANCIAL STATEMENTS

### Introduction

1. I have audited the financial statements of the Electoral Commission set out on pages 67 to 105, which comprise the Statement of Financial Position as at 31 March 2015, the Statement of Financial Performance, Statement of Changes in Net Assets, and Cash Flow Statement and comparison of expenditure to budget 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 the South African Standards of GRAP and the requirements of the 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 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 judgement, 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 2015 and its financial performance and cash flows for the year then ended, in accordance with South African Standards of GRAP and the requirements of the PFMA.

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

7. In accordance with the Public Audit Act of South Africa (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, non-compliance with legislation and 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 constitutional institution for the year ended 31 March 2015:
  - Programme 1: Administration on pages 13 to 23
  - Programme 2: Electoral Operations on pages 23 to 32
  - Programme 3: Outreach on pages 32 to 43
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:
13. I did not identify any material findings on the reliability of the reported performance information for the following programmes:
  - Programme 1: Administration
  - Programme 2: Electoral Operations

## Programme 3 Outreach

### Usefulness of reported performance information

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

### Reliability of reported performance information

15. The FMPPi requires auditees to have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets. Significantly important actuals reported against targets were not reliable when compared to the source information or evidence provided. This was due to a lack of monitoring and review of the completeness and validity of source documentation in support of actual achievements reported.

### Additional matter

16. Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matter:

### Achievement of planned targets

17. Refer to the annual performance report on pages 14 to 15 and 24 to 25 and 33 for information on the achievement of the planned targets for the year. This information should be considered in the context of the material findings on the reliability of the reported performance information for the selected programme reported in paragraph 15 of this report.

### Compliance with legislation

18. I performed procedures to obtain evidence that the constitutional institution 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:

## Strategic planning and performance management

19. Procedures for quarterly reporting to the Chairperson of the Electoral Commission and the facilitation of effective performance monitoring, evaluation and corrective action were not established as required by National Treasury Instruction Note 2 of 2014/15.

## Financial statements, performance and annual reports

20. 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.

## Expenditure management

21. Effective steps were not taken to prevent irregular expenditure, as required by section 38(1)(c)(ii) of the PFMA and Treasury Regulation 9.1.1.

## Procurement and contract management

22. A person in the service of the constitutional institution had a business partner who had an interest in a contract awarded by the constitutional institution, and that person participated in the process relating to that contract in contravention of Treasury Regulation 16A8.4.

## Internal control

23. 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.

## Leadership

24. Inadequate processes were implemented to monitor compliance with laws and regulations applicable to the Electoral Commission, which resulted in material non-compliance identified in the audit of predetermined objectives, and procurement and contract management.

## Financial and performance management

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



## OTHER REPORTS

### Investigations

26. 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.

*Auditor-General.*

Pretoria  
31 July 2015



27. Commissioners took a decision in July 2014 to approach the High Court to set aside the Riverside Office Park lease agreement, and are undertaking disciplinary actions against the Accounting Officer and other staff involved in the process. These processes are still underway.



# ELECTORAL COMMISSION



**SOUTH AFRICA**

Annual Financial Statements  
for the year ended 31 March 2015

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# ELECTORAL COMMISSION

## Report of the Accounting Officer for the year ended 31 March 2015

### The Electoral Commission

The Electoral Commission is a constitutional institution established in terms of section 181(1)(f) of the Constitution of the Republic of South Africa (Act 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 2015. This report and the annual financial statements comply with the requirements of the Public Finance Management Act, Act 1 of 1999, and the Electoral Commission Act, Act 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 the elections of national, provincial and municipal legislative bodies in accordance with national legislation, to ensure that those elections are free and fair, and to declare the results of those elections within a period that is prescribed by national legislation and that is as short as reasonably possible.

The Electoral Commission also has a mandate to promote knowledge of sound and democratic electoral processes.

### Registration details

The registered office of the Electoral Commission is Election House, Riverside Office Park, 1303 Heuwel Avenue, Centurion, Gauteng.

### Financial highlights

The Electoral Commission received R1,553,617,000 for the year under review by way of parliamentary allocations, elections-

related sponsorship income of R20,780,000 and sundry revenue of R10,602,702, comprising mainly of interest earned, bringing the Electoral Commission's total revenue to R1,584,999,702.

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 fixed 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 Electoral Commission has determined the following prices, the basis of which was approved by National Treasury effective 1 June 2013:

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:

- "Am I registered to vote?"
- "Voting station finder"
- Election and by-election results data
- 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.

No confirmed material instances of loss through criminal conduct were discovered during the year under review.

### Prices of map products not statutorily provided for

Size	Electronic image in PDF	Printed copies	Lamination price
A4	R10.00	R15.00	R60.00 per film run irrespective of the number of A4 pages
A3	N/A	N/A	R60.00 per film run irrespective of the number of A3 pages
A2	R60.00	R75.00	R60.00 per film run irrespective of the number of A2 pages
A1	R105.00	R120.00	R60.00
A0	R160.00	R180.00	R120.00

# ELECTORAL COMMISSION

## Report of the Accounting Officer for the year ended 31 March 2015

Irregular expenditure amounting to R38,131,844 was incurred in the financial year and is reflected in Note 29 of the annual financial statements. Of this, R31,027,685 is the current year expenditure in relation to the Riverside Office Park transaction. This transaction has been the subject of an investigation by the Public Protector that culminated in a report in August 2013 and a forensic investigation commissioned by National Treasury as a result of a recommendation made by the Public Protector, with that report being issued in December 2014.

In addition, an amount of R2,739,995 (2014: R2,565,019) was disclosed as irregular in the current financial year at the request of the Auditor-General. The Electoral Commission is of the opinion that this expenditure is not irregular, and will seek legal advice, and take the matter up with the Office of the Auditor-General.

The circumstances surrounding the balance of the irregular expenditure of R4,364,164 are being investigated and steps are being taken to prevent recurrence.

Fruitless and wasteful expenditure amounting to R18,237 was incurred in the current financial year and is reflected in Note 30 of the annual financial statements. The fruitless and wasteful expenditure relates mainly to interest paid on overdue accounts. The expenditure will be investigated to determine whether it will be economical to recover. Steps have been taken to prevent recurrence.

### 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 to the Executive Committee (EXCO) and the Commission.

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 operated effectively during the year. Where necessary, continued enhancements are effected.

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

- a) Statement of Financial Position as at 31 March 2015
- b) Statement of Financial Performance for the year ended 31 March 2015
- c) Statement of Changes in Net Assets for the year ended 31 March 2015
- d) Cash Flow Statement for the financial year ended 31 March 2015
- e) Comparison of actual and budgeted expenditure for the year ended 31 March 2015
- f) Accounting policies and notes to the annual financial statements

The financial statements are prepared in accordance with the South African Standards of 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.

### Riverside Office Park

Members of the Commission have approached the High Court to set aside the Riverside Office Park lease agreement. A disciplinary process is currently underway regarding the Riverside Office Park lease, involving the Accounting Officer, among others.

### Going concern

Notwithstanding the inherent risks to the continued operations of the Electoral Commission attached to the High Court process mentioned above, the financial statements have been prepared on the going-concern basis.

### Approval of the annual financial statements

The annual financial statements of the Electoral Commission, set out on pages 71 to 105, have been approved by the Accounting Officer.



**Mosotho Moepya**

Chief Electoral Officer

31 July 2015

# ELECTORAL COMMISSION

## Statement of Financial Position as at 31 March 2015

	Note	31 March 2015	31 March 2014
		R	R
<b>Assets</b>			
Current assets		193,680,430	219,103,639
Cash and cash equivalents	3,4	157,468,609	153,096,797
Trade and other receivables from exchange transactions	3,5	28,354,603	22,910,134
Inventories	6	7,857,218	43,096,708
Non-current assets		303,770,907	354,063,351
Property, plant and equipment	7	230,521,694	276,206,774
Heritage assets	8	1,663,706	1,664,486
Intangible assets	9	71,585,507	76,192,091
Non-current assets held for sale and assets of disposal groups	10	2,013,436	449
<b>Total assets</b>		<b>499,464,773</b>	<b>573,167,439</b>
<b>Liabilities</b>			
Current liabilities		73,134,565	119,729,994
Trade and other payables from exchange transactions	3,11	72,946,793	119,211,595
Provisions	13	187,772	518,399
Non-current liabilities		37,917,800	34,145,135
Operating lease liability	3,12	37,917,800	34,145,135
<b>Total liabilities</b>		<b>111,052,365</b>	<b>153,875,129</b>
<b>Net assets</b>			
Accumulated surplus		388,412,408	419,292,310
<b>Total liabilities and net assets</b>		<b>499,464,773</b>	<b>573,167,439</b>

# ELECTORAL COMMISSION

## Statement of Financial Performance for the year ended 31 March 2015

	Note	31 March 2015	31 March 2014
		R	R
<b>Revenue</b>			
Revenue from non-exchange transactions	14	1,574,397,000	1,463,994,000
Parliamentary allocation		1,553,617,000	1,463,994,000
Sponsorship revenue		20,780,000	-
Revenue from exchange transactions	15	10,602,702	16,587,235
Political party registration fees		6,800	21,000
Investment revenue		10,023,661	16,120,938
Other operating revenue	15.1	572,241	445,297
<b>Total revenue</b>		<b>1,584,999,702</b>	<b>1,480,581,235</b>
<b>Expenditure</b>		<b>(1,615,823,575)</b>	<b>(1,408,270,756)</b>
Employee-related costs	16	(572,015,921)	(571,708,871)
Goods and services	17	(950,294,169)	(740,432,214)
Depreciation, amortisation and impairment	18	(63,802,959)	(58,751,283)
Audit fees	19	(6,285,126)	(5,416,921)
Finance costs	20	(20,669)	(18,217)
Debt impairment	21	(196,304)	(240,936)
Repairs and maintenance	22	(23,208,427)	(31,702,314)
<b>Total expenditure</b>		<b>(1,615,823,575)</b>	<b>(1,408,270,756)</b>
<b>Surplus/(deficit) on sale of assets</b>	23	<b>(56,029)</b>	<b>(1,187,624)</b>
<b>Surplus/(deficit) for the year</b>		<b>(30,879,902)</b>	<b>71,122,855</b>



# ELECTORAL COMMISSION

## Statement of Changes in Net Assets for the year ended 31 March 2015

		R	R
	Note	Accumulated surplus	Total net assets
<b>Balance at 1 April 2013</b>		<b>348,169,455</b>	<b>348,169,455</b>
Surplus for the year		71,122,855	71,122,855
<b>Balance at 1 April 2014</b>		<b>419,292,310</b>	<b>419,292,310</b>
Deficit for the year		(30,879,902)	(30,879,902)
<b>Balance at 31 March 2015</b>		<b>388,412,408</b>	<b>388,412,408</b>

# ELECTORAL COMMISSION

## Cash Flow Statement for the year ended 31 March 2015

	Note	31 March 2015 R	31 March 2014 R
<b>Cash flows from operating activities</b>			
Cash receipts from customers		1,576,791,702	1,480,581,235
Parliamentary allocation received		1,553,617,000	1,463,994,000
Sponsorship revenue received		12,572,000	-
Investment revenue received		10,023,661	16,120,938
Receipts from sale of goods and services		579,041	466,297
<b>Cash paid to suppliers and employees</b>		<b>(1,556,840,358)</b>	<b>(1,331,001,355)</b>
Cash payments to employees		(572,015,921)	(571,708,871)
Interest payments		(20,669)	(18,217)
Cash payments to suppliers		(984,607,464)	(759,033,331)
Debt impairment		(196,304)	(240,936)
<b>Net cash flows from operating activities</b>	<b>25</b>	<b>19,951,344</b>	<b>149,579,880</b>
<b>Cash flows from investing activities</b>		<b>(15 579 532)</b>	<b>(75,851,527)</b>
Purchase of property, plant and equipment	7	(9,186,908)	(56,991,723)
Purchase of intangible assets	9	(8,865,744)	(23,159,415)
Proceeds from sale of property, plant and equipment	10,23	1,123,121	4,299,611
Capitalised development cost	9	1,349,999	-
<b>Net increase in cash and cash equivalents</b>		<b>4,371,812</b>	<b>73,728,353</b>
Cash and cash equivalents at the beginning of the year		153,096,797	79,368,444
<b>Cash and cash equivalents at the end of the year</b>	<b>3,4</b>	<b>157,468,609</b>	<b>153,096,797</b>

# ELECTORAL COMMISSION

## Comparison of expenditure to budget for the year ended 31 March 2015

	Note	31 March 2015 R	31 March 2015 R	31 March 2015 R
		Adjusted budget (Estimates of National Expenditure published by National Treasury 25 February 2015)	Actual as per the Statement of Financial Performance	Variance
<b>Revenue</b>				
Revenue from non-exchange transactions	14	1,553,600,000	1,574,397,000	20,797,000
Parliamentary allocation		1,553,600,000	1,553,617,000	17,000
Sponsorship revenue		-	20,780,000	20,780,000
Revenue from exchange transactions	15	15,000,000	10,602,702	(4,397,298)
Political party registration fees		-	6,800	6,800
Investment revenue		15,000,000	10,023,661	(4,976,339)
Other operating revenue	15.1	-	572,241	572,241
<b>Total revenue</b>		<b>1,568,600,000</b>	<b>1,584,999,702</b>	<b>16,399,702</b>
<b>Expenditure</b>		<b>(1,570,300,000)</b>	<b>(1,615,823,575)</b>	<b>(45,523,575)</b>
Employee-related costs	16	(555,100,000)	(572,015,921)	(16,915,921)
Goods and services	17,19,20,21,22	(949,500,000)	(980,004,695)	(30,504,697)
Depreciation, amortisation and impairment	18	(65,700,000)	(63,802,959)	1,897,043
<b>Total expenditure</b>		<b>(1,570,300,000)</b>	<b>(1,615,823,575)</b>	<b>(45,523,575)</b>
Surplus/(deficit) on sale of assets	23	-	(56,029)	(56,029)
<b>Surplus/(deficit) for the year</b>		<b>(1,700,000)</b>	<b>(30,879,902)</b>	<b>(29,179,902)</b>

Sponsorship income was not budgeted for, as it could not be accurately determined. Sponsorship income received was used to offset the lower than expected investment revenue.

A rollover of R126,452,034 was carried forward from 2013/14 and was used to supplement the 2014/15 expenditure, but was not included in the published budget. An amount of R149,940,137 is carried forward to 2015/16. Of this amount, R120,000,000 is committed to partially fund the replacement of zip-zips in the period immediately following the 2016 Local Government Elections.

## I. 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 otherwise specified. 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. The Electoral Commission is fully dependant on the state for funding.

### 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 rand.

### 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 Note 32 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, no Standards of GRAP became effective.

## I.1 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.

## I.2 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.

# ELECTORAL COMMISSION

## Accounting policies for the year ended 31 March 2015

The Commission's financial liabilities comprise trade and other payables from exchange transactions. The subsequent measurement of financial assets and liabilities depends on this categorisation.

### Initial recognition

Financial assets and liabilities are only recognised in the Statement of Financial Position 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, 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 measured at amortised cost using the effective interest 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 an impairment loss has occurred. If there is objective evidence that an impairment loss has been incurred, for example, a default on payment arrangements or a delinquent debtor, 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 discounted at the asset's original effective interest rate.

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 are measured at amortised cost.

### Trade and other payables from exchange transactions

Trade and other payables from exchange transactions are subsequently measured at amortised cost, using the effective interest method.

The Electoral Commission's trade and other payables from exchange transactions relate to amounts owed to suppliers.

### 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:

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

## 1.3 Inventories

Inventories are initially measured at cost. Inventories shall be recognised as an asset if, and only if:

- it is probable that future economic benefits or service potential associated with the line item will flow to the entity; and
- the cost of the inventories can be measured reliably.

Electoral and promotional items stock is subsequently 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.

Consumable stores are subsequently 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.

### 1.4 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 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.

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

Class	Estimated useful life in years
Pre-fabricated buildings	10–30 years
Furniture and fittings	10–15 years
Motor vehicles	5 years
Office machines and equipment	5–10 years
Computer equipment	3–20 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 annually. 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.

### 1.5 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:

- it is probable that future economic benefits or service potential associated with the asset will flow to the Electoral Commission; and
- 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:

- its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates; and
- any costs directly attributable to bringing the heritage asset to the 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 accumulated impairment losses.

The Electoral Commission will assess at each reporting date 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, as a minimum, the following indications:

### External sources of information

- 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.
- The absence of an active market for a revalued heritage asset.

### Internal sources of information

- Evidence is available of physical damage or deterioration of a heritage asset.
- 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 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:

- on disposal, or
- 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.

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

The cost of an intangible asset comprises:

- its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates; and
- any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Directly attributable expenditure includes, for example, professional fees, initial delivery and handling costs, installation and assembly costs, and other transaction costs.

### 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:

- 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;
- the intangible asset will generate probable future economic benefits or service potential; and
- 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.

Item	Estimated useful life in years
Computer software	5–10 years

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

Intangible assets not ready for use are not amortised.

The carrying amount of an intangible asset shall be derecognised:

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

## 1.7 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:

- have begun an active programme to locate a buyer and complete the sale;
- be actively marketing the asset at a price that is reasonable, compared to its current fair value;
- 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
- 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 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.

## 1.8 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. 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 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 method.

## 1.9 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.

### 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, 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.

### 1.10 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.

### 1.11 Finance cost

Finance cost comprises the following:

- Interest expense
- Unwinding of the discount on provisions

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

### 1.12 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.

### 1.13 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.

The Electoral Commission is not registered for value-added tax (VAT).

### 1.14 Leases

#### Operating leases as the lessee

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.

### 1.15 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 (the Government Employees' Pension Fund) 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 recognised 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.

### 1.16 Impairment of assets

#### Cash-generating assets

Cash-generating assets are assets held with the primary objective of generating a commercial return. 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 amount.

An asset's recoverable amount is the higher of the fair value of an asset or cash-generating unit (CGU) 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.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Electoral Commission estimates the recoverable amount of the asset or CGU. 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 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.

### 1.17 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 the following:

- The PFMA
- The State Tender Board Act, Act No 86 of 1968, or any regulations made in terms of the Act
- 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 which 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 in law. Immediate steps must thereafter be taken 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 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 in 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.

### 1.18 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 accounted for as revenue in the Statement of Financial Performance.

### 1.19 Unauthorised expenditure

Unauthorised expenditure means:

- overspending of a vote or a main division within a vote; or
- 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.

### 1.20 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:

- the Electoral Commission has a present obligation (legal or constructive) as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- 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 at each reporting date and adjusted to reflect the current best estimate. 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 only used for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating losses.

#### 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 only be confirmed 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:

- it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
- 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.

### 1.21 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:

- 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.
- 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.
- Public entities enter into transactions with other government entities on a regular basis.
- 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 having authority and responsibility for planning, directing and controlling the activities of the Electoral Commission directly or indirectly.

## 2. EFFECT OF NEW STANDARDS AND INTERPRETATIONS OF GRAP

The following Standards and Interpretations of GRAP have been approved, but are not yet effective:

- GRAP 18: Segment reporting
- GRAP 20: Related-party disclosure
- GRAP 32: Service concession arrangement: Grantor
- GRAP 105: Transfers between entities under common control
- GRAP 106: Transfers between entities not under common control
- GRAP 107: Mergers
- GRAP 108: Statutory receivables
- IGRAP 17: Interpretation of the Standard of GRAP on service concession arrangements

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

The adoption of these Standards of GRAP, 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 18, 32, 105, 106, 107 and 108. 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 2015

	Note	31 March 2015	31 March 2014
		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 amortised cost

Accrued interest		180,323	287,698
Cash and cash equivalents	4	157,468,609	153,096,797
Cash collateral provided: property rentals	5	9,932,147	9,136,872
Sponsorship income receivable	5	8,208,000	-
Sundry receivables	5	1,036,235	988,005
		<b>176,825,314</b>	<b>163,509,372</b>

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

#### Financial liabilities recognised at amortised cost

Trade and other payables	11	72,946,793	119,211,595
		<b>72,946,793</b>	<b>119,211,595</b>

### 4. CASH AND CASH EQUIVALENTS

Cash on hand		193,022	204,908
Bank balances		22,675,647	61,781,060
Short-term notice deposits		134,599,940	91,110,829
		<b>157,468,609</b>	<b>153,096,797</b>

The notice deposits are carried at an effective floating interest rate that varied between 5.00% and 5.67% (2014: 4.48% and 5.06%). No restrictions have been placed on the use of cash and cash equivalents for the operations of the Electoral Commission.

### 5. TRADE AND OTHER RECEIVABLES FROM EXCHANGE TRANSACTIONS

Accrued interest		180,323	287,698
Cash collateral provided: property rentals		9,980,107	9,136,872
Prepayments	5.1	8,997,898	12,497,559
Sponsorship income receivable		8,208,000	-
Sundry receivables		1,510,231	1,564,990
Less: Impairment allowance			
Sundry receivables		(473,996)	(576,985)
Cash collateral		(47,960)	-
		<b>28,354,603</b>	<b>22,910,134</b>

# ELECTORAL COMMISSION

## Notes to the Annual Financial Statements for the year ended 31 March 2015

Note	31 March 2015	31 March 2014
	R	R

### 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 2015, there were no debts that were past due but not impaired (2014: none).

### Trade and other receivables impaired

As of 31 March 2015, trade and other receivables of R521,956 (2014: R576,985) 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	47,960	-
31–120 days past due	4,174	3,167
120–365 days past due	100,518	174,450
More than 365 days past due	369,304	399,368
	<b>521,956</b>	<b>576,985</b>

### Reconciliation of allowance for impairment of trade and other receivables

Opening balance	576,985	339,364
Provision for impairment	-	240,722
Unused amounts reversed	(55,029)	(3,101)
	<b>521,956</b>	<b>576,985</b>

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

### Trade and other receivables pledged as security

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

## 5.1 Prepayments

Election-related expenses	-	5,598,649
Administrative expenses	38,253	505
Software licences	8,544,331	6,808,627
Subscription and membership	415,314	89,778
	<b>8,997,898</b>	<b>12,497,559</b>

## 6. INVENTORIES

Consumable stores	512,772	474,760
Promotional items	44,694	124,246
Electoral stock	7,299,752	42,497,702
	<b>7,857,218</b>	<b>43,096,708</b>

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.

## 7. PROPERTY, PLANT AND EQUIPMENT

(All figures in rand)

### 31 March 2015

	Cost	Accumulated depreciation and impairment losses	Carrying amount
Appliances	4,875,824	(2,658,179)	2,217,645
Cell phones	2,530	(2,040)	490
Computer equipment	132,725,675	(80,234,329)	52,491,346
Furniture and fittings	65,036,598	(21,712,406)	43,324,192
Leasehold improvements	2,697,860	(1,646,402)	1,051,458
Motor vehicles	61,108,665	(20,756,847)	40,351,818
Office equipment	38,183,186	(22,913,091)	15,270,095
Pre-fabricated buildings	7,041,493	(624,995)	6,416,498
Scanners	182,169,378	(112,771,226)	69,398,152
<b>Total</b>	<b>493,841,209</b>	<b>(263,319,515)</b>	<b>230,521,694</b>

### 31 March 2014

	Cost	Accumulated depreciation and impairment losses	Carrying amount
Appliances	4,790,767	(2,181,493)	2,609,274
Cell phones	2,530	(1,744)	786
Computer equipment	146,907,257	(82,350,473)	64,556,784
Furniture and fittings	64,738,480	(17,542,816)	47,195,664
Leasehold improvements	1,789,716	(1,487,842)	301,874
Motor vehicles	64,333,264	(17,251,599)	47,081,665
Office equipment	38,310,806	(19,293,449)	19,017,357
Pre-fabricated buildings	6,375,153	(398,099)	5,977,054
Scanners	182,813,280	(93,346,964)	89,466,316
<b>Total</b>	<b>510,061,253</b>	<b>(233,854,479)</b>	<b>276,206,774</b>

### Reconciliation of property, plant and equipment – 31 March 2015

	Opening balance	Additions	Disposals	Reclassified as assets held for sale	Depreciation	Impairment loss	Closing balance
Appliances	2,609,274	109,125	(1,773)	(3,550)	(490,792)	(4,639)	2,217,645
Cell phones	786	-	-	-	(173)	(123)	490
Computer equipment	64,556,784	5,032,703	(203,536)	(1,112,214)	(15,762,088)	(20,303)	52,491,346
Furniture and fittings	47,195,664	544,084	(14,067)	(28,086)	(4,259,443)	(113,960)	43,324,192
Leasehold improvements	301,874	908,143	-	-	(158,559)	-	1,051,458
Motor vehicles	47,081,665	1,206,564	(718,713)	(1,118,290)	(6,099,408)	-	40,351,818
Office equipment	19,017,357	719,949	(14,662)	(37,621)	(4,386,406)	(28,522)	15,270,095
Pre-fabricated buildings	5,977,054	666,340	-	-	(225,913)	(983)	6,416,498
Scanners	89,466,316	-	(225,616)	-	(19,842,548)	-	69,398,152
<b>Total</b>	<b>276,206,774</b>	<b>9,186,908</b>	<b>(1,178,367)</b>	<b>(2,299,761)</b>	<b>(51,225,330)</b>	<b>(168,530)</b>	<b>230,521,694</b>

There are no restrictions on title and disposal of property, plant and equipment. Property, plant and equipment is not pledged as securities for liabilities. Asset condition and technological obsolescence were taken into consideration when determining whether the asset should be impaired.



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

**8. HERITAGE ASSETS**

(All figures in rand)

**31 March 2015**

	Cost	Accumulated impairment losses	Carrying amount
Artwork	1,664,900	(1,194)	<b>1,663,706</b>

**31 March 2014**

	Cost	Accumulated impairment losses	Carrying amount
	1,665,665	(1,179)	<b>1,664,486</b>

**Reconciliation of heritage assets – 31 March 2015**

	Opening balance	Additions	Disposals	Reclassified as assets held for sale	Impairment loss	Closing balance
Artwork	1,664,486	-	(765)	-	(15)	<b>1,663,706</b>

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

**Reconciliation of heritage assets – 31 March 2014**

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

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

## 9. INTANGIBLE ASSETS

(All figures in rand)

	31 March 2015			31 March 2014		
	Cost	Accumulated Depreciation and impairment losses	Carrying Amount	Cost	Accumulated Depreciation and impairment losses	Carrying Amount
Computer software	136,202,304	(64,616,797)	71,585,507	127,336,560	(52,494,468)	74,842,092
Intangible assets under development	-	-	-	1,349,999	-	1,349,999
	136,202,304	(64,616,797)	71,585,507	128,686,559	(52,494,468)	76,192,091

### Reconciliation of intangible assets – 31 March 2015

	Opening balance	Additions	Assets brought into use	Amortisation	Closing balance
Computer software	74,842,092	8,865,744	-	(12,122,329)	71,585,507
Intangible assets under development	1,349,999	-	(1,349,999)	-	-
	76,192,091	8,865,744	(1,349,999)	(12,122,329)	71,585,507

### Reconciliation of intangible assets – 31 March 2014

	Opening balance	Additions	Assets brought into use	Amortisation	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

Amortisation is disclosed in Note 18 to the annual financial statements. Intangible assets are not pledged as securities for liabilities.

## 10. NON-CURRENT ASSETS HELD FOR SALE AND ASSETS OF DISPOSAL GROUPS

31 March 2015

	Cost	Accumulated depreciation	Carrying amount
Opening balance	1,487,897	(1,487,448)	449
Computer equipment	18,805,340	(17,693,127)	1,112,213
Office machines and equipment	807,444	(769,822)	37,622
Furniture and fittings	200,998	(172,911)	28,087
Appliances	21,475	(17,925)	3,550
Motor vehicles	3,230,474	(2,112,184)	1,118,290
<b>Total</b>	<b>24,553,628</b>	<b>(22,253,417)</b>	<b>2,300,211</b>
Less: Disposals	(29,215)	29,196	(19)
Increase in impairment allowance – non-current assets held for sale	-	(286,756)	(286,756)
	<b>24,524,413</b>	<b>(22,510,977)</b>	<b>2,013,436</b>

Non-current assets held for sale and assets of disposal groups represent assets approved by the Electoral Commission for disposal as they are damaged beyond repair, obsolete or surplus to requirements.

The assets will be disposed of during the 2015/16 financial year.

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
Motor vehicles	(193,415)	116,049	(77,366)
<b>Total</b>	<b>12,975,790</b>	<b>(9,952,235)</b>	<b>3,023,555</b>
Less: Disposals	(11,487,893)	8,466,547	(3,021,346)
Increase in impairment allowance – non-current assets held for sale	-	(1,760)	(1,760)
	<b>1,487,897</b>	<b>(1,487,448)</b>	<b>449</b>

# ELECTORAL COMMISSION

## Notes to the Annual Financial Statements for the year ended 31 March 2015

Note	31 March 2015	31 March 2014
	R	R

### 11. TRADE AND OTHER PAYABLES FROM EXCHANGE TRANSACTIONS

Trade payables	27,030,815	57,523,499
Payroll payables	45,500,372	46,567,648
Deposits received	83,600	13,427,000
EFTs not cleared for payment at year-end	332,006	1,693,448
	<b>72,946,793</b>	<b>119,211,595</b>

### 12. OPERATING LEASE LIABILITY

<b>Operating lease straight lining</b>		
Leases – straight lining	37,917,800	34,145,135
<b>Total minimum lease payments</b>		
Not later than one year	60,518,584	55,881,723
Later than one year and not later than five years	204,337,093	191,193,322
Later than five years	21,051,076	67,180,376
	<b>285,906,753</b>	<b>314,255,421</b>

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 81 municipal electoral offices from various municipalities across the country at no cost.

### 13. PROVISIONS

#### Reconciliation of provisions

	Opening balance	Paid during the year	Additional provisions made in the year	Closing balance
<b>March 2015</b>				
COIDA	518,399	(518,399)	187,772	<b>187,772</b>
<b>March 2014</b>				
COIDA	104,920	(104,920)	518,399	<b>518,399</b>

A provision is made for the estimated liability in respect of the Compensation for Occupational Injuries and Diseases Act (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 and will be payable within one year from the date of the annual financial statements.

# ELECTORAL COMMISSION

## Notes to the Annual Financial Statements for the year ended 31 March 2015

	Note	31 March 2015	31 March 2014
		R	R
<b>14. REVENUE FROM NON-EXCHANGE TRANSACTIONS</b>			
Parliamentary allocation		1,553,617,000	1,463,994,000
Sponsorship revenue		20,780,000	-
		<b>1,574,397,000</b>	<b>1,463,994,000</b>

Sponsorship revenue represents revenue received from sponsors for the results operations centres for the elections.

## 15. REVENUE FROM EXCHANGE TRANSACTIONS

Political party registration fees		6,800	21,000
Investment revenue		10,023,661	16,120,938
Other operating revenue	15.1	572,241	445,297
		<b>10,602,702</b>	<b>16,587,235</b>

Investment revenue represents interest received on cash and cash equivalents.

### 15.1 Other operating revenue

Elections-related revenue		11,380	79,695
Electoral Commission revenue		47,300	46,082
SMS services		99,806	255,072
Bad debt recovered		-	8,700
Exchange gain		-	46,797
Other operating income		413,755	8,951
		<b>572,241</b>	<b>445,297</b>

## 16. EMPLOYEE-RELATED COSTS

Wages and salaries		497,064,462	494,027,624
Remuneration allowances		271,907	197,460
Employer contributions to defined benefit plans		28,740,180	25,985,740
Employer contributions: other		34,402,597	31,293,518
Leave provision		8,297,631	17,050,952
Lump sums – retirement		2,739,995	2,565,020
Relocation costs		499,149	588,557
		<b>572,015,921</b>	<b>571,708,871</b>



# ELECTORAL COMMISSION

## Notes to the Annual Financial Statements for the year ended 31 March 2015

	Note	31 March 2015	31 March 2014
		R	R
<b>17. GOODS AND SERVICES</b>			
Advertising		37,465,669	114,935,534
Bank charges		2,974,629	2,113,592
Catering		8,581,982	18,864,427
Communications and connectivity		60,530,144	42,750,821
Conferences and workshops		88,143,800	42,001,052
Consumables		13,992,145	2,116,238
Electoral staff subsistence and travel		244,116,082	74,339,031
Insurance		2,546,584	2,323,518
Inventory		35,239,374	20,750,162
Printing and stationery		39,854,598	29,844,902
Professional services		194,886,045	173,764,338
Property expenses – building rentals		72,783,986	67,501,751
Property expenses – other		12,809,511	12,537,730
Property expenses – voting station rentals		11,796,754	21,514,703
Rentals equipment		16,377,838	11,550,017
Software licences		20,157,530	20,838,433
Storage and distribution costs		23,934,095	21,122,768
Study expenditure		1,953,273	927,189
Subscriptions and membership fees		480,628	1,618,718
Subsistence and travel		23,144,441	22,147,246
Sundry expenditure		54,160	399
Travel expenses		38,470,901	36,869,645
		<b>950,294,169</b>	<b>740,432,214</b>

Additional account classification was made in the current financial year and comparative figures have been restated to maintain their comparability. The overall total of the comparative figure has not changed.

## 18. DEPRECIATION, AMORTISATION AND IMPAIRMENT

Amortisation	12,122,329	11,258,784
Depreciation	51,225,330	46,982,548
Increase in impairment allowance – heritage assets	15	407,156
Increase in impairment allowance – property, plant and equipment	168,529	101,035
Increase in impairment allowance – non-current assets held for sale	286,756	1,760
	<b>63,802,959</b>	<b>58,751,283</b>

## 19. AUDIT FEES

<b>Auditor-General</b>	<b>6,285,126</b>	<b>5,416,921</b>
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## 20. FINANCE COSTS

Interest paid on late payments to suppliers	16,789	15,781
Exchange loss	3,880	2,436
	<b>20,669</b>	<b>18,217</b>

# ELECTORAL COMMISSION

## Notes to the Annual Financial Statements for the year ended 31 March 2015

	Note	31 March 2015	31 March 2014
		R	R
<b>21. DEBT IMPAIRMENT</b>			
Write-offs		251,333	214
Debt impairment		(55,029)	240,722
		<b>196,304</b>	<b>240,936</b>
<b>22. REPAIRS AND MAINTENANCE</b>			
Appliances		4,386	16,049
Buildings		2,783,907	2,502,424
Cell phones		739	-
Computer equipment		3,302,334	3,208,064
Furniture and fittings		14,894	22,444
Motor vehicles		3,218,882	3,097,932
Office equipment		13,696,286	22,023,740
Voting stations		186,999	46,955
		<b>23,208,427</b>	<b>31,702,314</b>
<b>23. (DEFICIT)/SURPLUS ON DISPOSAL OF ASSETS</b>			
(Deficit)/surplus on disposal of property, plant and equipment		(56,029)	(1,187,624)
		<b>(56,029)</b>	<b>(1,187,624)</b>
<b>24. CASH GENERATED FROM OPERATIONS</b>			
(Deficit)/surplus for the year		(30,879,902)	71,122,855
Adjustments for:			
Depreciation, amortisation	18	63,802,959	58,751,283
Deficit on sale of assets	23	56,029	1,187,624
Increase in impairment allowance – receivables		55,027	237,621
Movements in operating lease liability and accruals		3,772,665	4,781,874
Movements in provisions		(330,627)	413,479
Changes in working capital:			
Decrease/(increase) in inventories		35,239,490	(31,657,254)
(Increase) in trade and other receivables from exchange transactions		(5,499,492)	(5,877,127)
(Decrease)/increase in trade and other payables from exchange transactions		(46,264,805)	56,014,695
Increase/(decrease) in foreign and local aid assistance		-	(5,395,170)
		<b>19,951,344</b>	<b>149,579,880</b>

# ELECTORAL COMMISSION

## Notes to the Annual Financial Statements for the year ended 31 March 2015

	Note	31 March 2015	31 March 2014
		R	R

### 25. COMMITMENTS

<b>Commitments for capital expenditure</b>		
Contracted but not provided for	-	296,565
<b>Commitments for operational expenditure</b>		
Contracted	49,433,373	125,795,145
Approved but not contracted	13,097,082	22,095,780
<b>Total commitments</b>	<b>62,530,455</b>	<b>148,187,490</b>

Commitments disclosed take into consideration the escalation clauses as per the contractual agreements. The operating lease commitments have been disclosed in the operating lease liability note (Note 12).

### 26. CONTINGENCIES

Legal claims	11,738,207	10,140,945
Staff claims	1,082,371	457,623
<b>Total contingencies</b>	<b>12,820,578</b>	<b>10,598,568</b>

Legal claims relate to civil claims against the Electoral Commission, while staff claims relate to cases currently with the CCMA, with the courts and to policy amendments. The likelihood of these claims succeeding is difficult to determine.

### 27. FINANCIAL INSTRUMENT RISK MANAGEMENT

#### Financial risk management

The Electoral Commission's activities have limited exposure to credit risk, liquidity risk and market 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 its 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
<b>2015</b>					
Trade and other payables	72,946,793	72,946,793	72,946,793	-	-
<b>2014</b>					
Trade and other payables	119,211,595	119,211,595	119,211,595	-	-

# ELECTORAL COMMISSION

## Notes to the Annual Financial Statements for the year ended 31 March 2015

	Note	31 March 2015	31 March 2014
		R	R

### Credit risk

The Electoral Commission trades only with recognised, creditworthy customers. Receivables are monitored on an ongoing basis with the result that exposure to bad debts is not significant. For transactions that 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 (Note 4)	157,468,609	153,096,797
Trade and other receivables from exchange transactions	28,354,603	22,910,134
	<b>185,823,212</b>	<b>176,006,931</b>

The maximum exposure to credit risk for trade receivables at the reporting date by major customer cluster was:

Cash collateral provided (Note 5)	9,980,107	9,136,872
Accrued interest – major South African banks	180,323	287,698
Sundry receivables – staff and suppliers (Note 5)	9,718,231	1,564,990
Less: Impairment allowance	(521,956)	(576,985)
	<b>19,356,705</b>	<b>10,412,575</b>

### Impairment losses

The ageing of trade receivables net of the allowance for credit losses at the reporting date was:

Not past due	19,356,705	10,412,575
Past due 0–30 days	-	-
Past due 31–120 days	-	-
Past due 121–365 days	-	-
Past due – more than a year	-	-
	<b>19,356,705</b>	<b>10,412,575</b>

The due date of invoices is determined as being 30 days after the invoice date.

An amount of R521,956 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.

Trade receivables not past due and not impaired are considered to be recoverable.

### Cash flow

The Electoral Commission manages its cash flow risk by aligning the monthly parliamentary allocation to its estimated monthly activity levels.

Parliamentary allocation	<b>1,553,617,000</b>	<b>1,463,994,000</b>
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# ELECTORAL COMMISSION

## Notes to the Annual Financial Statements for the year ended 31 March 2015

### 28. RELATED PARTIES

#### Key management compensation

	Salary	Short-term benefits	Heightened activity	Total 2015	Total 2014
<b>Commissioners</b>					
Chairperson*	749,695	450,183	-	1,199,878	2,263,392
Vice-Chairperson	1,210,644	900,366	-	2,111,010	1,995,890
Full-time Commissioner	1,210,644	900,366	-	2,111,010	1,995,890
Part-time Commissioner	491,718	-	-	491,718	562,088
	<b>3,662,701</b>	<b>2,250,915</b>	<b>-</b>	<b>5,913,616</b>	<b>6,817,260</b>

\* for the period 1 April 2014 to 30 September 2014

Commissioners do not qualify for membership of the Government Employees' Pension Fund (GEPF).

#### Executive management salaries

Chief Electoral Officer	1,768,893	444,769	246,333	2,459,995	2,459,399
Deputy CEO*	-	-	16,225	16,225	3,224,313
Deputy CEO	1,361,844	202,231	189,172	1,753,247	1,632,798
Deputy CEO	1,489,104	219,214	206,527	1,914,845	1,609,560
Deputy CEO/Interim Chief Financial Officer	1,321,884	197,725	183,722	1,703,331	1,584,630
Chief Information Officer	1,261,491	189,382	175,485	1,626,358	1,514,799
<b>Total</b>	<b>7,203,216</b>	<b>1,253,321</b>	<b>1,017,464</b>	<b>9,474,001</b>	<b>12,025,499</b>

<b>Total related parties</b>	<b>10,865,917</b>	<b>3,504,236</b>	<b>1,017,464</b>	<b>15,387,617</b>	<b>18,842,759</b>
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Executive managers, as is the case for all employees, are members of the GEPF and will receive benefits in terms of the rules of the fund.

2015: No assets were sold to related parties. 2014:\* Assets with a book value of R18,686 were sold to the Deputy CEO (Corporate Services) for R18,686.

	Note	31 March 2015 R	31 March 2014 R
<b>Represented Political Parties Fund</b>		<b>837,994</b>	<b>868,109</b>

### 29. IRREGULAR EXPENDITURE

Opening balance	112,196,902	80,883,715
Add: Irregular expenditure incurred in the current year	38,131,844	31,205,971
Add: Irregular expenditure incurred in previous years identified in current year	2,675,078	107,216
	<b>153,003,824</b>	<b>112,196,902</b>

Irregular expenditure relates to non-compliance with Treasury Regulations and the Preferential Procurement Policy Framework Act (PPPFA).



# ELECTORAL COMMISSION

## Notes to the Annual Financial Statements for the year ended 31 March 2015

	31 March 2015 R	31 March 2014 R
<b>Irregular expenditure incurred</b>		
Failure to obtain a tax clearance certificate in the current year	--	173,750
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 the 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 a supplier on National Treasury's list of restricted suppliers		
Failure to obtain a tax clearance certificate in prior years	625,381	1,402,748
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	31,027,685	28,443,037
The Riverside Office Park transaction has been the subject of an investigation by the Public Protector and a forensic investigation.		
Contravention of Treasury Instruction Note 1 of 2013/14	638,542	-
Failure to obtain the Accounting Officer's approval to employ consultants as required by Treasury Instruction Note 1 of 2013/14		
Lump sum payments on retirement	2,739,995	-
This expenditure has been deemed by the Auditor-General to be irregular; however this fact is disputed. The Electoral Commission will seek legal advice and take the matter up with the Office of the Auditor-General.		
Other current year non-compliance	3,100,241	878,175
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.		
<b>Total incurred</b>	<b>38,131,844</b>	<b>31,205,971</b>

In instances where fraud, corruption or criminal activities have been identified, the necessary disciplinary procedures have been implemented, and civil and criminal cases will be made as appropriate. In other instances, the necessary controls have been reviewed, and improved where necessary, and training interventions will be conducted.

Investigations are ongoing in relation to transactions that have been identified as potentially irregular, and if confirmed as irregular this will be disclosed in the year in which the irregularity is confirmed

# ELECTORAL COMMISSION

## Notes to the Annual Financial Statements for the year ended 31 March 2015

	Note	31 March 2015	31 March 2014
		R	R
<b>Expenditure awaiting condonation</b>			
Riverside Office Park – rentals			
2014/15 expenditure		31,027,685	-
2013/14 expenditure		28,443,037	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		10,336,388	9,711,006
Failure to indicate evaluation criteria on requests for quotations over R30,000		9,791,729	9,404,945
Other non-compliant procurement		4,882,695	1,420,638
Lump sum payments on retirement		5,305,014	
<b>Total</b>		<b>153,003,824</b>	<b>112,196,902</b>

Application has, or will be, made to the relevant condoning authority for condonation.

## 30. FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure	<b>56,572</b>	<b>39,783</b>
<b>Made up as follows:</b>		
Opening balance	39,783	7,852
Add: Fruitless and wasteful expenditure in the current year	18,237	36,868
Less: Amounts written off	-	-
Less: Amounts recovered	(1,448)	(4,937)
	<b>56,572</b>	<b>39,783</b>

Amounts are being investigated and will either be written off or transferred to debtors.

## 31. 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 R	Accumulated depreciation R	Net book value R
<b>Computer equipment</b>			
Before useful life review	132,725,675	(81,372,768)	51,352,907
After useful life review	132,725,675	(80,214,025)	52,511,650
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(1,158,743)</b>	<b>1,158,743</b>
<b>Office machines and equipment</b>			
Before useful life review	38,183,186	(23,686,152)	14,497,034
After useful life review	38,183,186	(22,884,568)	15,298,618
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(801,584)</b>	<b>801,584</b>
<b>Furniture and fittings</b>			
Before useful life review	65,036,598	(21,660,764)	43,375,834
After useful life review	65,036,598	(21,598,447)	43,438,151
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(62,317)</b>	<b>62,317</b>
<b>Appliances</b>			
Before useful life review	4,875,824	(2,713,632)	2,162,192
After useful life review	4,875,824	(2,653,540)	2,222,284
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(60,092)</b>	<b>60,092</b>
<b>Pre-fabricated buildings</b>			
Before useful life review	7,041,493	(626,718)	6,414,775
After useful life review	7,041,493	(624,012)	6,417,481
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(2,706)</b>	<b>2,706</b>
<b>Leasehold improvement</b>			
Before useful life review	2,697,860	(1,651,115)	1,046,745
After useful life review	2,697,860	(1,646,402)	1,051,458
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(4,713)</b>	<b>4,713</b>
<b>Motor vehicles</b>			
Before useful life review	61,108,665	(21,121,839)	39,986,826
After useful life review	61,108,665	(20,735,349)	40,373,316
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(386,490)</b>	<b>386,490</b>
<b>Total</b>	<b>-</b>	<b>(2,476,645)</b>	<b>2,476,645</b>

	Cost R	Accumulated depreciation R	Net book value R
<b>Useful life review – intangibles</b>			
<b>Software</b>			
Before useful life review	136,202,304	(64,693,839)	71,508,464
After useful life review	136,202,304	(64,616,797)	71,585,506
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(77,042)</b>	<b>77,042</b>

# ELECTORAL COMMISSION

## Notes to the Annual Financial Statements for the year ended 31 March 2015

	Note	31 March 2015	31 March 2014
		R	R
<b>32. RECONCILIATION BETWEEN BUDGET AND STATEMENT OF FINANCIAL PERFORMANCE</b>			
<b>Net surplus (deficit) as per Statement of Financial Performance</b>		<b>(30,879,902)</b>	<b>71,122,855</b>
Adjusted for:		(16,376,702)	(1,578,799)
Under/(over)-collection of income as per budget		(16,376,702)	(1,578,799)
<b>Expenses not budgeted</b>		<b>71,011,621</b>	<b>80,912,832</b>
Depreciation		51,225,328	46,982,548
Amortisation		12,122,329	11,258,784
Asset impairment		455,300	-
Deficit on sale of assets		56,029	1,187,624
Debt impairment		196,304	240,936
Interest paid		20,669	18,217
Lease equalisation		3,772,665	4,781,874
Increases/(decreases) in provisions		(330,627)	413,479
Leave pay accrual		3,489,744	16,073,731
Exchange rate (gain)/loss		3,880	(44,361)
<b>Underspending compared to operational budget (including rollover and capital)</b>		<b>(133,001,270)</b>	<b>(130,888,494)</b>
<b>Net surplus/(deficit) as per approved operational budget (including rollover and capital)</b>		<b>(109,246,253)</b>	<b>19,568,394</b>

# ELECTORAL COMMISSION

## Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2015

### Appendix A

	Note	31 March 2015	31 March 2014
		R	R
<b>INCOME</b>		<b>1,584,999,702</b>	<b>1,480,581,235</b>
Parliamentary allocation		1,553,617,000	1,463,994,000
Political party registration fees		6,800	21,000
Interest received		10,023,661	16,120,938
Sponsorship income		20,780,000	-
Other		572,241	445,297
<b>EXPENDITURE</b>		<b>1,615,823,575</b>	<b>1,408,270,756</b>
<b>Personnel expenditure</b>		<b>572,015,921</b>	<b>571,708,871</b>
Salaries		497,092,398	494,027,624
- Permanent staff		408,156,876	368,371,055
- Temporary staff		83,695,713	119,195,317
- Voter education fieldworkers		22,278,592	35,168,039
- Election support		22,950,305	37,593,284
- By-elections		8,967,567	3,347,500
- Registration		75,445	7,270,982
- Expansion staff		29,423,804	35,815,512
- MEO agents		5,239,809	6,461,252
Remunerative allowances – permanent staff		275,807	197,460
Leave pay provision		8,297,630	17,050,952
Lump sums – retirement		2,739,995	2,565,020
Employer's contributions		62,976,842	57,279,258
Deployment costs		165,935	-
Relocation cost		467,314	588,557



# ELECTORAL COMMISSION

## Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2015

### Appendix A

	Note	31 March 2015	31 March 2014
		R	R
<b>Administrative expenditure</b>		<b>950,294,169</b>	<b>740,432,214</b>
Electoral staff subsistence		244,116,082	74,339,031
Travel expenditure		38,470,901	36,869,645
Air transport		9,474,630	8,376,078
Hotel expenditure		11,015,588	11,467,019
Vehicle rental		5,532,321	5,241,740
Fuel		8,891,591	9,413,490
Other		3,556,771	2,371,318
Subsistence and travel		23,144,441	22,147,246
Communications and connectivity		60,530,144	42,750,821
Storage and distribution costs		23,934,095	21,122,768
Study expenditure		1,953,273	927,189
Subscriptions and membership fees		480,628	1,618,718
Advertising		37,465,669	114,935,534
Catering/entertainment expenses		8,581,982	18,864,427
- Democracy Development and Voter Education		14,093	1,869,105
- Other – Corporate Services		7,330,866	13,699,311
- Logistics and Electoral Matters		1,237,023	3,296,011
Insurance		2,546,584	2,323,518
Conferences and workshops		88,143,800	42,001,052
- Democracy Development and Voter Education		10,527,508	11,762,574
- Other – Corporate Services		25,786,682	21,501,189
- Logistics and Electoral Matters		51,829,610	8,737,289
Consumables		13,992,145	2,116,238
Inventory		35,239,374	20,750,162
Printing and stationery		39,854,599	29,844,902
Software licences		20,157,530	20,838,433
Rented equipment		16,377,838	11,550,017
Rental – land and buildings		97,390,251	101,554,184
Building rentals		72,783,986	67,501,751
Rates and taxes		12,809,511	12,537,730
Voting station rentals		11,796,754	21,514,703
Professional and other services		194,886,045	173,764,338
Bank charges		2,974,628	2,113,592
Sundry expenditure		54,160	399
Depreciation and impairment		63,802,957	58,751,283
Audit costs		6,285,128	5,416,921
Finance cost		20,669	18,217
Debt impairment		196,304	240,936
Maintenance and repairs		23,208,427	31,702,314
<b>Total expenditure</b>		<b>1,615,823,575</b>	<b>1,408,270,756</b>
Deficit on disposal/scraping of assets		56,029	1,187,624
<b>(Deficit)/surplus for the year</b>		<b>(30,879,902)</b>	<b>71,122,855</b>

# ELECTORAL COMMISSION

## Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2015

### Appendix B

Relevant strategic objective	Total expenditure	Personnel expenditure	Administrative expenditure	Consumables	Equipment	Land and building rentals	Professional and other services
Internal Audit	13,592,384	2,538,404	190,731	103,454	0	0	10,759,795
Chief Electoral Officer	5,295,489	4,347,928	904,868	42,693	0	0	0
Commission Services	18,583,304	9,787,970	8,053,569	295,847	0	434,478	11,440
<b>Total Chief Electoral Office</b>	<b>37,471,177</b>	<b>16,674,302</b>	<b>9,149,168</b>	<b>441,994</b>	<b>0</b>	<b>434,478</b>	<b>10,771,235</b>
Deputy Chief Electoral Officer	2,324,256	2,275,863	32,499	15,894	0	0	0
Risk and Legal Compliance Officer	0	0	0	0	0	0	0
Legal Services	13,450,822	1,571,013	290,917	19,277	0	0	11,569,615
Budget and Party Funding, Compliance Verification	3,856,236	3,513,847	260,014	81,576	0	0	799
Financial Services	11,983,937	8,345,632	367,303	134,471	101,711	0	3,034,820
Financial Management	8,007,876	0	319,728	0	0	0	7,688,148
Procurement and Asset Management	10,517,754	8,945,992	1,273,051	212,354	0	86,357	0
Human Resources	343,642,863	69,402,198	268,418,426	191,432	0	0	5,630,807
Human Resources, Skills Development and Training, Support Services	1,979,605	1,928,570	47,042	3,993	0	0	0
Skills Development and Training	29,269,881	4,406,814	21,724,300	1,323,660	0	0	1,815,107
Support Services	86,692,985	7,271,322	10,954,157	376,731	9,662,809	39,403,544	19,024,422
Business Enterprise Systems	67,303,356	6,131,356	38,490	46,036	0	0	61,087,474
Information Communication Technology	56,943,703	1,626,495	197,507	953	48,821,573	0	6,297,175
IT Operations Services	94,666,840	2,800,775	820,153	67,039	229,824	0	90,749,049
<b>Total for Corporate Services</b>	<b>730,640,114</b>	<b>118,219,877</b>	<b>304,743,587</b>	<b>2,473,416</b>	<b>58,815,917</b>	<b>39,489,901</b>	<b>206,897,416</b>
<b>Total for National Office: Administration</b>	<b>768,111,291</b>	<b>134,894,179</b>	<b>313,892,755</b>	<b>2,915,410</b>	<b>58,815,917</b>	<b>39,924,379</b>	<b>217,668,651</b>
Deputy Chief Electoral Operations	2,290,394	2,199,527	84,623	6,244	0	0	0
Delimitation, Voting, Counting, Results and By-elections	82,189,599	14,057,629	51,945,848	3,084,373	0	1,182,242	11,919,507
Electoral Matters	1,576,896	1,468,779	105,158	2,959	0	0	0
Candidate Nomination, Party Liaison, Voters' Roll and Registration	18,358,711	10,512,207	5,866,195	1,487,736	5,286	0	487,287
Infrastructure, Courier Services	75,069,034	7,222,938	30,662,614	3,319,982	0	28,143,085	5,720,415
Logistics and Infrastructure	1,978,074	1,946,654	12,188	19,232	0	0	0
Logistics	151,360,780	7,323,458	25,810,959	62,234,426	25,530,729	12,607,002	17,854,206
<b>Total for Electoral Operations</b>	<b>332,823,488</b>	<b>44,731,192</b>	<b>114,487,585</b>	<b>70,154,952</b>	<b>25,536,015</b>	<b>41,932,329</b>	<b>35,981,415</b>
Civic Education and Electoral Democracy Development and Education (EDDE)	47,406,894	31,475,914	11,855,728	439,027	0	0	3,636,225
Civic Education, Research and Knowledge Management	2,073,186	1,141,827	931,359	0	0	0	0
Research, Library, Knowledge Management	11,527,271	2,804,316	1,125,230	4,186,860	0	0	3,410,865
Communication	63,474,448	4,411,856	40,182,999	9,866,839	0	0	9,012,754
Deputy Chief Electoral Outreach	2,509,811	2,478,040	18,442	13,329	0	0	0
<b>Total for Outreach</b>	<b>126,991,610</b>	<b>42,311,953</b>	<b>54,113,758</b>	<b>14,506,055</b>	<b>0</b>	<b>0</b>	<b>16,059,844</b>

# ELECTORAL COMMISSION

## Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2015

### Appendix B

Relevant strategic objective	Total expenditure	Personnel expenditure	Administrative expenditure	Consumables	Equipment	Land and building rentals	Professional and other services
<b>Total for National Office: Operations</b>	<b>459,815,098</b>	<b>87,043,145</b>	<b>168,601,343</b>	<b>84,661,007</b>	<b>25,536,015</b>	<b>41,932,329</b>	<b>52,041,259</b>
Total for National Office	1,227,926,389	221,937,324	482,494,098	87,576,417	84,351,932	81,856,708	269,709,910
Eastern Cape	68,036,487	62,571,863	3,011,518	193,009	0	1,671,924	588,173
Free State	31,668,720	28,100,273	1,386,941	178,218	0	1,798,982	204,306
Gauteng	38,382,525	35,167,855	983,792	152,792	0	1,809,490	268,596
KwaZulu-Natal	68,986,432	63,789,839	3,307,606	181,038	0	911,799	796,150
Mpumalanga	33,478,124	28,851,375	1,184,052	208,719	0	2,803,428	430,550
Northern Cape	32,858,782	28,754,152	1,873,973	123,805	47,346	1,749,952	309,554
Limpopo	46,811,433	42,546,406	1,815,826	161,392	0	1,872,234	415,575
North West	31,357,535	28,213,346	1,347,304	145,276	41,910	1,136,045	473,654
Western Cape	36,373,177	32,083,488	1,853,447	167,059	0	1,973,011	296,172
<b>Total for regional offices</b>	<b>387,953,215</b>	<b>350,078,597</b>	<b>16,764,459</b>	<b>1,511,308</b>	<b>89,256</b>	<b>15,726,865</b>	<b>3,782,730</b>
Departmental expenditure	1,615,879,604	572,015,921	499,258,557	89,087,725	84,441,188	97,583,573	273,492,640

<b>Total income</b>	<b>1,584,995,822</b>
<b>Surplus (deficit) for the year</b>	<b>(30,879,902)</b>
<b>Unutilised surplus at 31 March 2014</b>	<b>419,292,310</b>
<b>Unutilised surplus at 31 March 2015</b>	<b>388,412,408</b>





EXIT







SOUTH AFRICA





**SOUTH AFRICA**

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