

ELECTORAL COMMISSION

**2020**

# **ANNUAL REPORT**



SOUTH AFRICA



ELECTORAL COMMISSION  
**ANNUAL REPORT**  
**2020**



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# 2019/20 by numbers

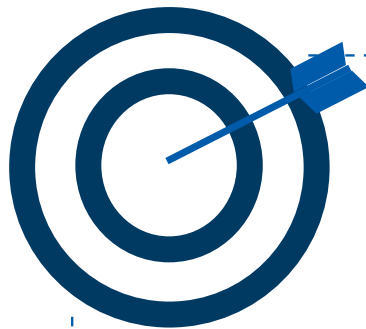
**R2.136 billion**  
revenue



**R2 billion**

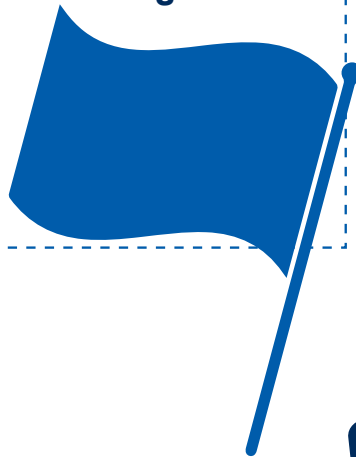
expenditure  
operating expenses  
(up 25% year on year)

**Audit verdict/outcome:  
Unqualified**



**27**  
performance  
targets

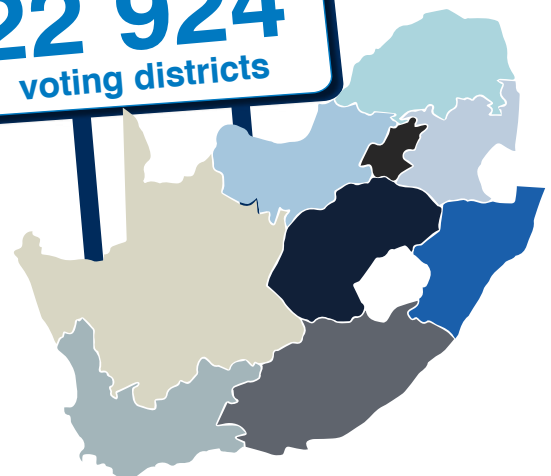
**74%**  
achieved



**26.6 million**

registered voters, 89% with a  
complete address

**22 924**  
voting districts

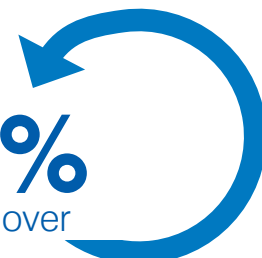


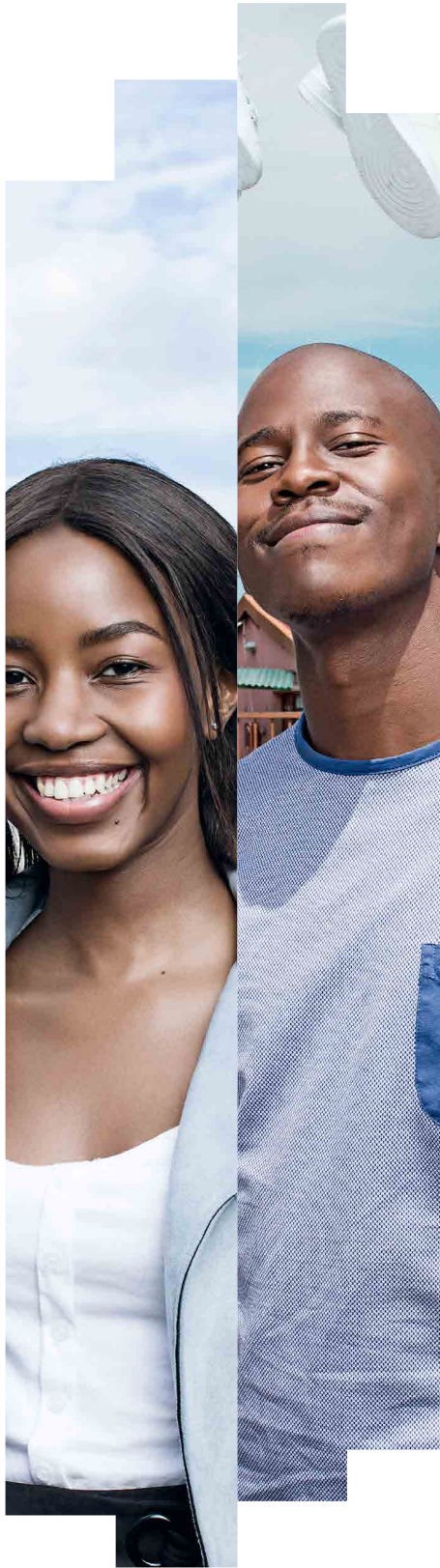
906 permanent staff  
members

average age

**45**

**2.5%**  
staff turnover





# Part A

## GENERAL INFORMATION



## 1. Foreword by the Chairperson

*Glen Mashinini*

On behalf of the Electoral Commission, we are proud to present our annual report for the 2019/20 financial year. It is difficult to imagine a more challenging, dramatic or unprecedented 12-month period in the history of our institution, or indeed our country and the world.

For the Electoral Commission, the 2019/20 financial year began in peak activity with just seven weeks to go before the National and Provincial Elections of 8 May 2019 (NPE 2019). As always, these elections tested the full expanse of our organisation: from the legislative and regulatory framework to the people who run and participate in elections, the processes and systems that facilitate them, and the logistics, planning and preparations that go into laying a foundation for free and fair elections.

Once again, our framework and processes stood the test of time and delivered South Africa's sixth successive free and fair national and provincial elections in our 25-year history of democracy.

The results were announced within three days of the conclusion of NPE 2019, and allowed for the smooth and legitimate transition between the fifth and sixth administration at a national level and in all nine provinces.

The Commission was particularly pleased to note that NPE 2019 was among the least violent and disrupted elections in our country's democratic history with

minimal incidents of intimidation, "no-go zones" or intolerance reported.

This is in stark contrast to the early years of our democracy and is testament to the maturing of our political and electoral system over the past 25 years.

This is not to say that NPE 2019 did not present new challenges to the Electoral Commission. There were concerns over possible multiple voting. Thankfully, the many safeguards and transparencies built into the electoral process proved adequate to maintain the integrity of the elections. However, further enhancements to the system – including the ability of the Electoral Commission to verify and monitor the participation of voters in real time – will be needed to further cement the foundation of trust and integrity of future elections.

While the financial year began with peak election activity, it could not have ended more differently: with all our offices closed, by-elections postponed and our staff under lockdown in their homes as the Novel Coronavirus 2019 (COVID-19) pandemic continued its terrible spread around the globe.

These were circumstances not experienced for over 100 years and for which there was little warning or prior preparation. Fortunately, we are proud to say that our business continuity plans and hastily developed COVID-19 emergency procedures served not only to



protect our staff, but also allowed for key operational continuity, notably the completion of the financial year-end and preparation of the annual financial statements.

We are proud to have achieved an unqualified audit. We are grateful to all the staff members who made this possible and have continued to serve the organisation and the country with distinction and commitment during these unprecedented times.

On behalf of the Commission, we express our deepest condolences to the families of all our staff and citizens who have succumbed to the pandemic.

Even as we prepare for the year ahead and the upcoming Local Government Elections (LGE) scheduled for 2021, we cannot know the impact COVID-19 will continue to have on us, our citizens and the sociopolitical and economic environment ahead. The best we can do is to continue to plan and prepare to the best of our abilities and remain ever vigilant, agile and flexible to respond to the changes and challenges that may await us.

The success of the year under review, including free and fair general elections and over 144 by-elections, an unqualified audit and meeting 74% of our performance targets, is highly commendable under these circumstances.

Our deepest thanks and appreciation as a Commission go to the Chief Electoral Officer, the leadership and management of the Electoral Commission and to each and every staff member, both permanent and temporary, who jointly contributed to these achievements.

The Electoral Commission does not work in isolation. On behalf of the Commission, we wish to acknowledge and express our gratitude to the following key stakeholders who contributed to our success over the past year

- His Excellency the President of the Republic of South Africa, the Honourable Mr Cyril Ramaphosa, and his Cabinet
- Specifically, the Minister of Home Affairs, the Honourable Dr Aaron Motsoaledi, and the leadership and staff of the Department of Home Affairs, who provide ongoing support, cooperation and assistance in a variety of aspects of the electoral process
- The Minister of Police, General Bheki Cele, the leadership of the South African Police Service (SAPS), the security cluster, including the National Joint Operational and Intelligence Structure (NATJOINTS) and the Provincial Joint Operational and Intelligence Structure (PROVJOINTS), and the tens of thousands of police officers who provided excellent security for the elections
- The Minister of Basic Education, Ms Angie Motshekga, and the leadership and staff of the Department of Basic Education for their support in our ongoing voter and civic education programmes

to encourage voter participation

- The Speaker, Deputy Speaker and members of the National Assembly, the Chairperson and members of the National Council of Provinces (NCOP), the nine provincial legislatures and especially the Portfolio Committee on Home Affairs under the chairpersonship of the Honourable Adv. Bongani Bongo for their support, guidance and oversight
- All the political parties, their leaders, candidates and supporters for their participation, cooperation and continued enthusiasm for our multiparty electoral democracy
- The various civil society, business and labour organisations, traditional leaders, religious and faith-based organisations and other groups who participated in a myriad of ways to help us achieve our objectives
- The ministers and directors-general serving in the Inter-Ministerial Committee on Elections. We especially acknowledge Minister Nkosazana Dlamini-Zuma for her leadership of the Inter-Ministerial Committee.
- The various service providers, contractors, business partners and other suppliers to the Electoral Commission for their vital support and assistance in almost all aspects of our work
- Statistics South Africa and the Statistician-General, Mr Risenga Maluleka, for their support and work in the statistical analysis of the election results
- The Human Sciences Research Council for its work in helping us gauge perceptions about the Electoral Commission and electoral democracy in a bid to seek continuous improvement

Finally, our thanks to the people of South Africa who, in their numbers, continue to support electoral democracy, the Electoral Commission and the political process in our country. It is their participation that gives life and credibility to our democracy to continue to grow and develop over the next 25 years.

Thank you. Enkosi. Dankie. Ngiyathokoza. Ngiyabonga. Ke a leboga. Ke a leboha. Ndza Nkhensa. Ndo Livhuwa.



**Glen Mashinini**  
**Chairperson**  
**27 January 2021**



## 2. Chief Electoral Officer's overview

*Phatudi Simon Mamabolo*

### Introduction

As the Chief Electoral Officer of the Electoral Commission, it is my pleasure to present herewith, for tabling to National Assembly, the annual report for the financial year 2019/20, which sets out a record of the activities and operations undertaken by the Electoral Commission during the period 1 April 2019 to 31 March 2020, including the audited annual financial statements.

The conduct of the sixth National and Provincial Elections on 8 May 2019 (NPE 2019) and the subsequent internal and external reviews of the organisation's performance in this regard dominated the first half of the financial year.

The Electoral Commission is once again proud to deliver yet another free and fair general election during the year under review, marking the tenth successive general election (five national and provincial elections and five local government elections) since the dawn of our democracy in 1994.

Among the highlights of the election included the following:

- The largest ever number of registered voters (26.6 million compared to 25.4 million in 2014)
- The highest number of contesting parties (78 compared to 45 in 2014)
- The largest number of special votes granted (775 291) and cast (570 673), translating into a turnout of 73% for special votes
- The largest number of voting stations to date (22 924)
- The lowest number yet of spoiled ballots (1.27% as opposed to 1.29% in 2014)
- The highest percentage of women yet elected to the National Assembly (45.25% as opposed to 42% in 2014).

Unfortunately, these record numbers did not translate into a higher turnout at the elections and the Electoral Commission is disappointed to record the lowest turnout for a national and provincial election (66%) since 1994. Our democracy needs to do more to sustain citizen unrest in electoral processes.

Voter turnout and registration will form a key priority for the Electoral Commission in the coming years, but all stakeholders in this endeavour need to work together for these initiatives to be most effective.

A further area of concern during the election and counting of votes, as well as in the internal and external post-election analysis, was the spectre of potential multiple voting.

The unintended consequences of section 24(a) for voters to “shop around” for shorter queues and the lack of ability to track and monitor voter participation in real time emerged as threats to the integrity of the election, which must be mitigated in future.

In this regard, we applaud the effort of the SAPS in apprehending and charging suspects. We take note that most of the alleged perpetrators disavowed the allegations in the judicial process and avowed that they only attempted to vote twice.

Overall, however, we are pleased with our performance to deliver yet another successful general election. In addition, we are proud to have conducted 144 by-elections during the period, which were all declared free and fair.

The number of by-elections conducted in 2019/20 shows an increase compared with the previous period of 2018/19 owing to the dissolution of a local council (Mamusa in North West), which necessitated by-elections to fill all the proportional representation (PR) and ward seats on the local municipal council.

There were no dissolved municipal council by-elections in 2018/19. Over the past 11-year period, the average number of by-elections per year stands at 114. The number of by-elections during 2019/20 (144) is thus slightly higher than the 11-year average.

A further key area of work for the organisation during the year under review was the continued preparations for the implementation of the Political Party Funding Act. These included the establishment of capacity within the Electoral Commission to manage the disclosure of donations by political parties and donors.

This included the recruitment of a new Chief Officer for Party Funding to head up the new Party Funding Unit. Among its achievements during the year was the development of draft regulations for party funding, including a public participation process in which more than 4 000 written submissions were received and public hearings attended by more than 15 political parties, individuals and civil society organisations.

An online electronic declaration system was also developed to assist political parties and donors to submit records of their donations to the Electoral Commission quarterly and annually for publication and submission to Parliament. Unfortunately, the COVID-19 pandemic that swept through the world during the final

quarter of the financial year resulted in significant delays in the implementation of the new Act and its provisions.

The recording of missing address details and collection of updated address details for voters has remained a key priority for the Electoral Commission ever since the ruling of the Constitutional Court in June 2016.

The year under review saw further progress in meeting our obligations in terms of the judgment with 23 689 232 of the 26 614 275 voters (or 89.9%) on the voters' roll having a complete address. The continuous work to verify, update and refresh the voters' roll information will remain a vital part of our work into the future.

## General performance review of the Electoral Commission

Of the 27 performance targets set for the year under review, 20 (or 74%) were achieved. The reason for this performance includes a lower voter turnout than anticipated, and a higher number of staff vacancies due to reduced revenue and the ongoing organisational review. On the positive side, some missed targets, including fewer voting stations and fewer temporary voting station staff, resulted in significant cost savings for the organisation.

The Electoral Commission is especially pleased to record yet another unqualified audit.

The performance targets and measures have been revised as part of the strategic review undertaken during the financial year. The details of the organisation's performance are reflected under each relevant programme in this report.

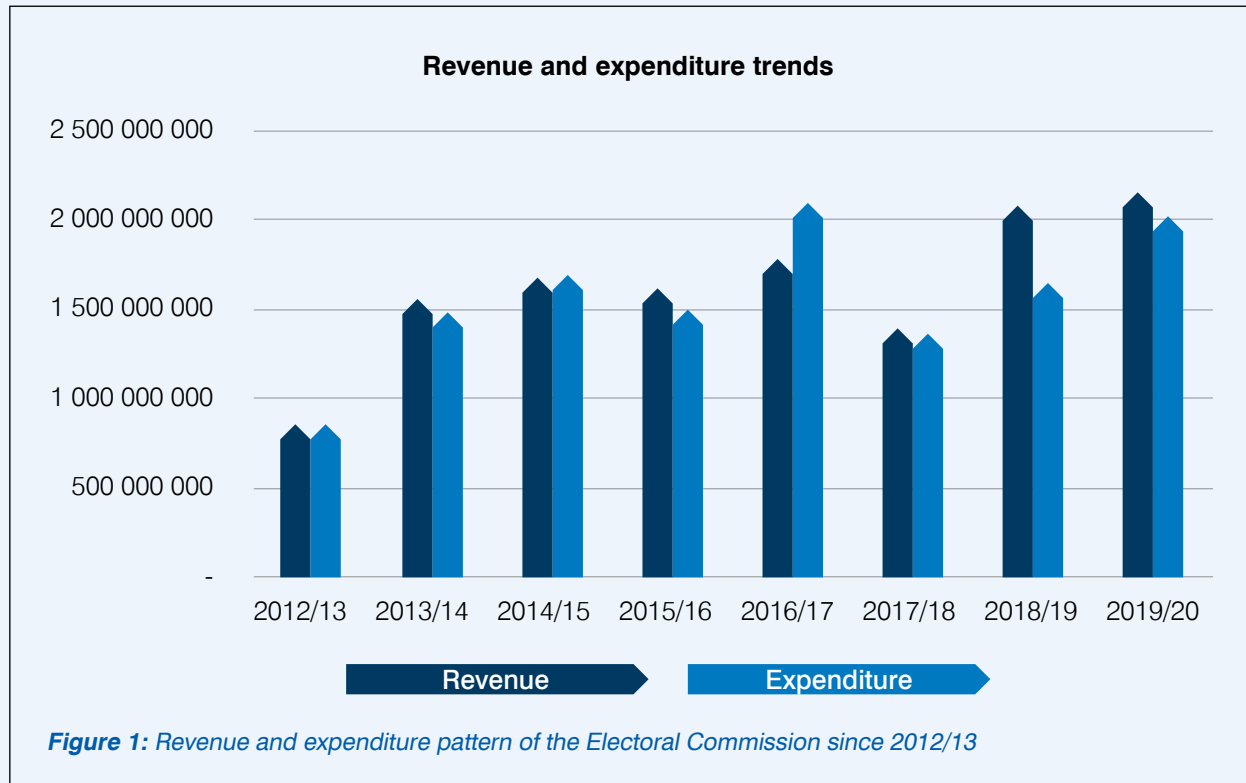
## General financial review of the Electoral Commission

The Electoral Commission received R2.012 billion (2018/19: R1.96 billion) for the 2019/20 financial year by way of a parliamentary allocation. An additional amount of R57 million (2018/19: R44 million) was derived from sundry income, consisting largely of interest earned from the short-term investment of the parliamentary allocation. Operating expenses increased by 25% to just over R2 billion.

The increase can be attributed to budgeted election expenses, mainly for goods and services. A surplus of R133 million was recorded for the year (2018/19: R455.8 million). Liquidity improved from an average of 2.6 to 3.8 with a cash ratio of 3.6 and current ratio of 3.9. Both can be attributed to the allocation received for investment in the new election management devices to be delivered in 2020/21.

## Spending trends

Expenditure is mainly influenced by the election cycle, peaking during preparations for an election and decreasing again to fund regular activities in non-election cycles. The figure below sets out the expenditure trends since 2012/13. In this regard, it is 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.



## Supply chain management

I am satisfied that the Electoral Commission has sound supply chain management practices, supported by a procurement policy, standard operating procedures and a fully functional Compliance Unit. In 2019/20, irregular expenditure of R21 998 606 was incurred. Of this, R12 064 957 is current-year expenditure in relation to non-compliance raised in the prior year in relation to bid evaluation committees. This amount has subsequently been condoned by National Treasury. Fruitless and wasteful expenditure amounting to R25 852 was incurred in the current financial year.

The fruitless and wasteful expenditure relates to interest paid on overdue accounts and other expenditure meeting the definition of fruitless and wasteful expenditure. Steps have been taken to prevent recurrence. No significant gifts were received in the financial year.

## Human resources

The Electoral Commission has a full-time establishment of 1 033 permanent staff members, of which only 90% of posts are funded in the current fiscal conditions. As at 31 March 2020, 906 posts (88%) were filled.

Due to the conduct of national and provincial elections during the financial year, the hiring and training of temporary election officials and expansion staff was a critical aspect during the year. Electoral staff costs made up 15% of total expenditure at R291 million during the year for the employment of 200 855 people.

The turnover rate of the Electoral Commission in the period under review was approximately 2.5%, which is slightly lower than the previous financial year (2.7%). A matter increasingly requiring management attention is the rising number of retirements, especially at senior and professional level from an aging workforce (at an average age of 45 years).

## The impact of COVID-19

The COVID-19 pandemic, which hit the world and South Africa during the final quarter of the financial year, affected almost every part of our lives – both private and professional – and is likely to continue to do so for a significant period to come. From an institutional point of view, it has impacted on every area of our business, including the following:

- **Human resources:** At the time of reporting, one staff member was lost to the virus and many other employees have been directly or indirectly affected. Dealing with the pandemic has also required adjustments to working spaces, practices and policies.
- **Electoral operations:** The Electoral Commission was compelled to postpone all by-elections since March 2020 due to social distancing and the impact of government restrictions on voting station operations. As long as the virus remains with us, it will have a fundamental impact on all our electoral operations.
- **Outreach:** Social distancing and restrictions have curtailed our ability to undertake face-to-face civil and democracy education and will require a review of our strategy to utilise technology platforms for such activities in future.
- **Financial resources:** Fighting the pandemic has required a significant reprioritisation of available resources in the context of reducing revenue available from the national fiscus. Unforeseen costs have also been incurred in respect of the sanitisation of offices, testing of employees for COVID-19 prior to returning to the office, the provision of personal protective equipment (PPE) and additional information technology (IT) expenditure for the rollout of the virtual private network (VPN) to allow for remote working.
- **Systems:** The pandemic has presented Information and Communication Technology (ICT) with new challenges, such as providing employees with remote access to continue working remotely while still maintaining strict security protocols. Additionally, there is a need to enhance systems to provide for future online voter registration.

The lockdown and primary impact of the pandemic was only felt towards the very later stages of the financial year and much more will be written about and reflected on the impact of the pandemic in the next reporting cycle.

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

Prior-year audit matters were adequately addressed by management in the current reporting period. Attention was given to deficiency in the processes to address the root causes of the findings raised by the Auditor-General South Africa (AGSA).

## 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 members of the Commission and the staff of the Electoral Commission who worked tirelessly in the service of the organisation, understanding the importance of its mandate so that we can once again present a report of which the Electoral Commission can be proud.



**Phatudi Simon Mamabolo**  
**Chief Electoral Officer**  
**Electoral Commission**  
**27 January 2021**

### 3. Statement of responsibility and confirmation of accuracy for the annual report

To the best of my knowledge and belief, I confirm the following:

- All information and amounts disclosed in this annual report are consistent with the annual financial statements audited by the AGSA.
- The annual report is complete, accurate and free from any omissions.
- The annual report has been prepared in accordance with the guidelines on annual reports 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.

The Accounting Officer is responsible for establishing and implementing a system of internal control that is 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 (AGSA) 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 2020.



**Chairperson**  
**Glen Mashinini**  
**27 January 2021**



**Chief Electoral Officer**  
**Phatudi Simon Mamabolo**  
**27 January 2021**

## 4. Strategic overview

### 4.1 Vision

To be a pre-eminent leader in electoral democracy.

### 4.2 Mission

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

### 4.3 Impact statement

Manage free and fair elections of public representatives into legislative bodies to strengthen electoral democracy.

### 4.4 Values

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

- **Impartiality** – to act free of favour
- **Integrity** – the quality of being honest and having strong moral principles
- **Accountability** – to take responsibility for one's actions
- **Transparency** – to invite trust by revealing that one has nothing to hide
- **Responsiveness** – the quality of reacting quickly and positively.

### 4.5 Strategic outcome-orientated goals

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

- Strengthening governance, institutional excellence, professionalism and enabling business processes at all levels of the organisation
- Achieving pre-eminence in the area of managing elections and referenda, including the strengthening of a cooperative relationship with political parties
- Strengthening electoral democracy

## 5. 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).

### 5.1 Constitutional mandate

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

- Manage the elections of national, provincial and municipal legislative bodies in accordance with national legislation.
- Ensure that those elections are free and fair.
- Declare the results of those elections within a period that must be prescribed by national legislation and that is as short as reasonably possible.

### 5.2 Legislative mandates

The duties and functions of the Electoral Commission are outlined in section 5 of the Electoral Commission Act (Act 51 of 1996), and are as follows:

- Manage any election.
- Ensure that any election is free and fair.
- Promote conditions that are conducive to free and fair elections.
- Promote knowledge of sound and democratic electoral processes.
- Compile and maintain a voters' roll by means of a system of registering eligible voters by utilising data that is available from government sources and information furnished by voters.
- Compile and maintain a register of parties.
- Establish and maintain liaison and cooperation with parties.
- Undertake and promote research into electoral matters.
- Develop and promote the development of electoral expertise and technology in all spheres of government.
- Continuously review electoral legislation and proposed electoral legislation, and make recommendations in connection therewith.
- Promote voter education.
- Promote cooperation with and between persons, institutions, governments and administrations for the achievement of its objects.

- Declare the results of elections for national, provincial and municipal legislative bodies within seven days after such elections.
- Adjudicate disputes that may arise from the organisation, administration or conducting of elections and which are of an administrative nature.
- 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 national and provincial elections are also outlined in the Electoral Act (Act 73 of 1998). This Act includes, among other things, the requirements for registration as a voter and compilation of the voters' roll.

It provides for the administration of elections, election timetables, procedures for voting, counting and

determining results, the accreditation of observers, and voter education. Several regulations have been published in terms of the Electoral Act.

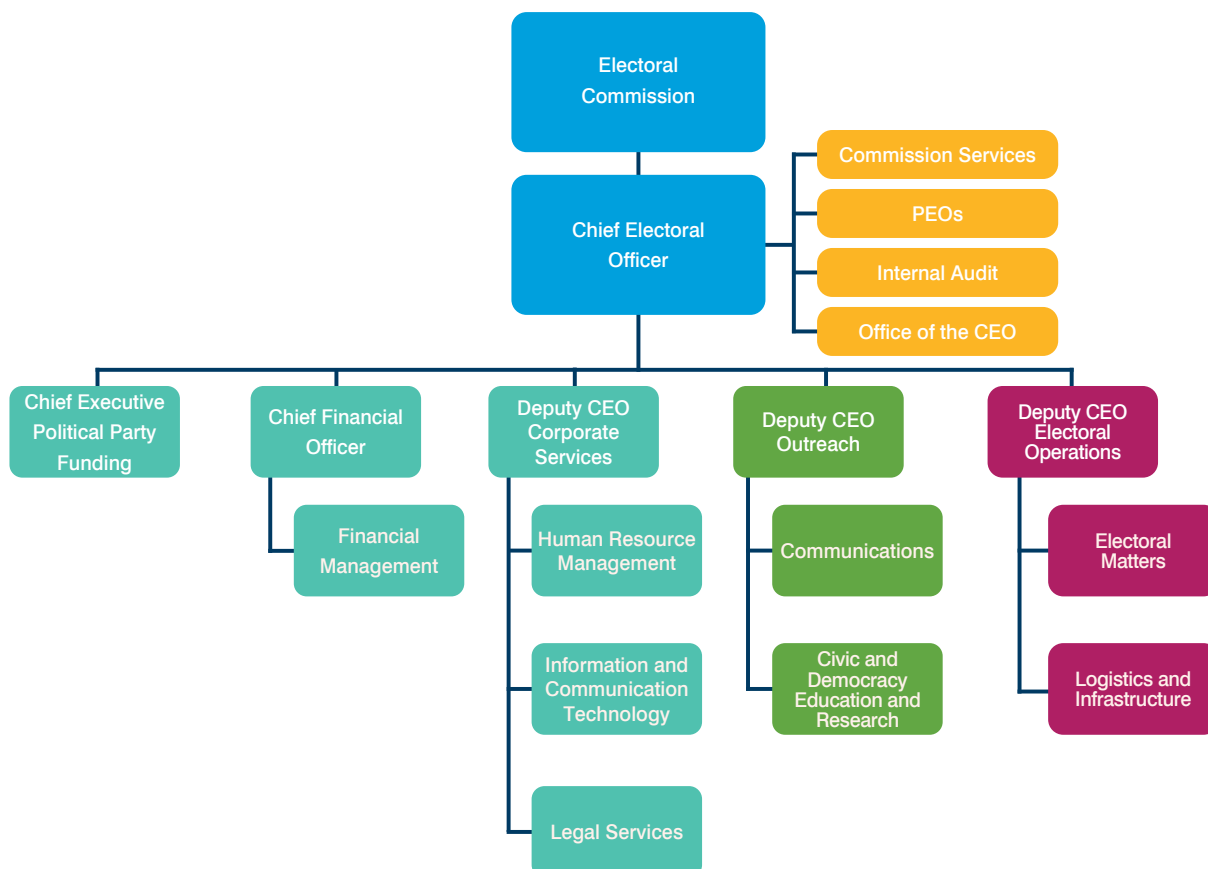
The Municipal Electoral Act (Act 24 of 2000), deals with the specific nature of municipal elections. It provides for the administration of parties and candidates and all related voting and counting issues. As in the case of the Electoral Act, appropriate regulations have been published in support of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

The Municipal Structures Act (Act 117 of 1998) deals with the establishment, management and functions of the various municipalities, as well as the electoral system for local government, which includes seat calculation formulae (the conversion of votes into seats). This legislation is required to conclude the results process in respect of municipal elections.

### 5.3 Policy mandates

The Electoral Commission undertakes its work within the Republic of South Africa independently, but the government of South Africa often requests the Commission to assist it with the implementation of foreign policy by providing electoral assistance to other countries. When this happens, funding and permission is sought and obtained from the government of South Africa.

## 6. Organisational structure







## 7. Commission

Elections  
Management

Finance, Risk  
and Compliance

Governance  
and Ethics

Human  
Resources  
Governance

Outreach,  
Communications  
and International  
Relations

Research,  
Knowledge  
Management  
and Publications

Research,  
Knowledge  
Management  
and  
Publications



**Chairperson  
Glen Mashinini**



*Year of appointment: May 2015*

Glen Mashinini was part of the founding Executive Management team that established the Electoral Commission in 1998. He was responsible for conceptualisation, business processes and organisational design, among others. He jointly established a highly respected consultancy that provided electoral advisory and management services across the continent, including in Angola, Mozambique and Nigeria. In 2012, he was appointed as Special Projects Advisor to the President of South Africa to help implement the recommendations of the Presidential Review Committee on State-owned Entities, of which he was the Deputy Chairperson.



**Vice-Chairperson  
Janet Love**



*Year of appointment: April 2016*

Janet Love joined the Electoral Commission as a part-time Commissioner in April 2016, and as full-time Vice-Chairperson in November 2018. She served as a Member of Parliament in the first democratic Parliament, and was a member of the Constitutional Committee of the Constitutional Assembly. She served as head of strategic analysis of the South African Reserve Bank (SARB) for five years. She has been the National Director of the Legal Resources Centre since 2006. Before joining the Electoral Commission in 2016, she served a seven-year term as a part-time member of the South African Human Rights Commission (SAHRC).



**Commissioner  
Dr Nomsa Masuku**



*Year of appointment: November 2018*

Dr Nomsa Masuku joined the Electoral Commission as a Commissioner in November 2018. She is the Commission's former Deputy Chief Electoral Officer (DCEO) responsible for Outreach. She had previously spent eight years at the Commission, where her portfolio included the strategic development of programmes that assisted the Commission to contribute to the entrenchment of constitutional democracy. Before returning to the Commission as DCEO, she headed Standard Bank's Corporate Social Investment Unit. She has worked with a number of women's groups, including Women and the Law in South Africa.



**Commissioner  
Mosotho Moepya**



*Year of appointment: November 2018*

Mosotho Moepya joined the Electoral Commission as a Commissioner in November 2018. He had previously served as the Chief Executive Officer (CEO) for five years, where he oversaw both the 2014 National and Provincial Elections and the 2016 Municipal Elections. He first joined the Electoral Commission in 1998 as Director of Electoral Logistics, and was promoted to Senior Manager: Electoral Logistics, Planning and Voting Station Infrastructure in 1999. In 2001, he was promoted to Deputy CEO. He holds an honours degree in Business Administration and a Master's in Business Administration (MBA) from the University of Stellenbosch's Business School.



**Commissioner  
Judge Dhaya Pillay**

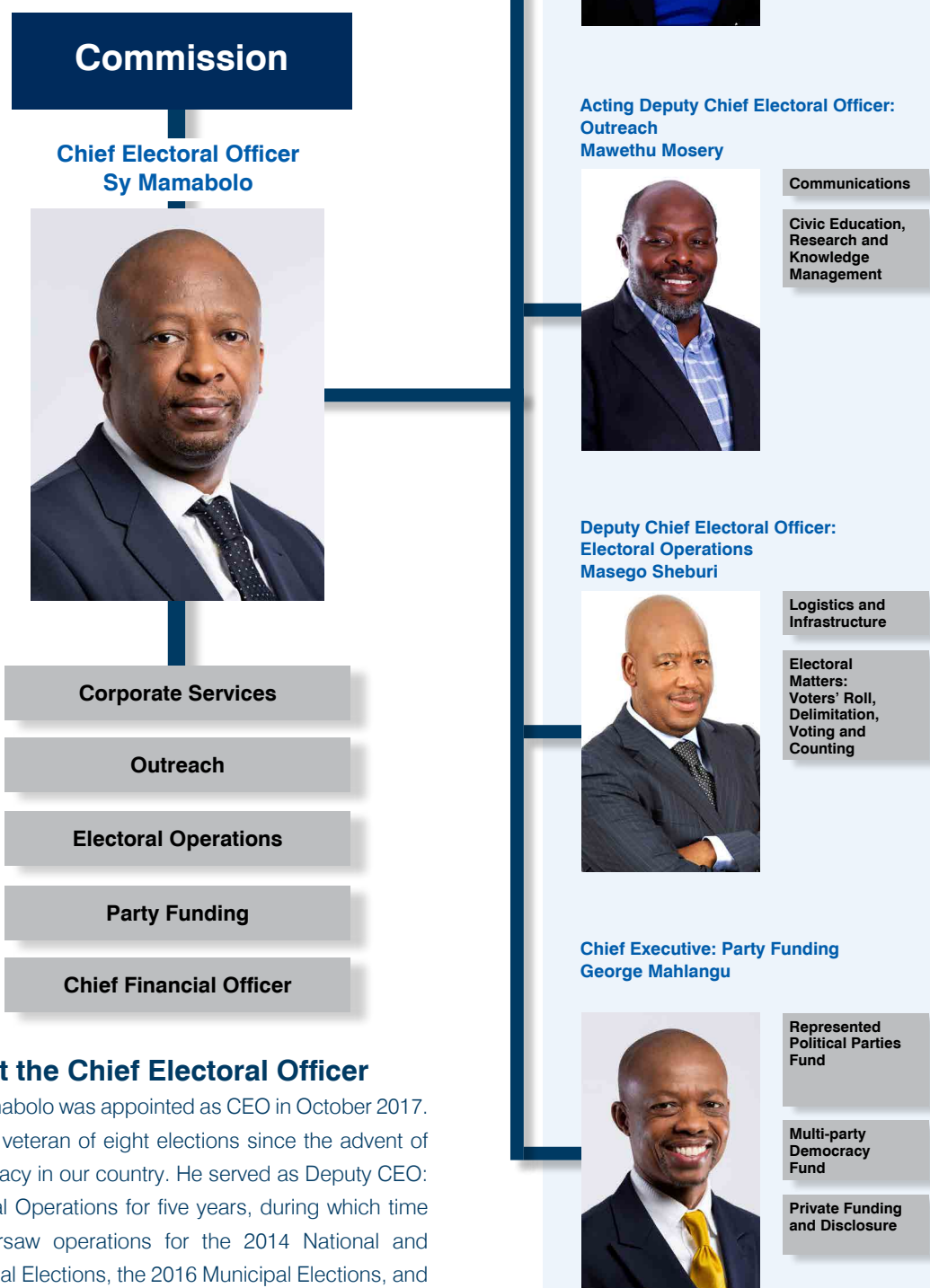
*Year of appointment: November 2018*

Judge Dhaya Pillay joined the Electoral Commission as a Commissioner in November 2018. She holds the position of Extraordinary Professor at the University of Pretoria, while serving as a judge of the High Court in Pietermaritzburg and Durban. After turning to labour law and industrial relations, she was involved in drafting key pieces of national legislation, including the new Labour Relations Act and clauses of the Constitution relating to the Public Service Commission and the Electoral Commission. She had been a judge of the Labour Court of South Africa for 10 years until 2010.

## 8. Organisational structure

The head of the administration of the Electoral Commission is the Chief Electoral Officer, who is appointed by the Commission and who also functions as the Electoral Commission's Accounting Officer.

The administration is divided into five divisions reporting directly to the CEO: Party Funding, Financial Management, Corporate Services, Outreach and Electoral Operations. Each division is led by a Deputy CEO and Chief Financial Officer (CFO), who reports to the CEO, and is supported by senior managers and other managers.



### About the Chief Electoral Officer

Sy Mamabolo was appointed as CEO in October 2017. He is a veteran of eight elections since the advent of democracy in our country. He served as Deputy CEO: Electoral Operations for five years, during which time he oversaw operations for the 2014 National and Provincial Elections, the 2016 Municipal Elections, and the 2019 National and Provincial Elections.

## 9. Senior management at national level



**Interim Chief  
Financial Officer**

Dawn Mbatha  
CA(SA)



**Chief Information  
Officer**

Libisi Maphanga



**Senior Manager:  
Electoral Matters**

Granville Abrahams



**Senior Manager:  
Human Resources  
and Corporate  
Services**

Bonolo Gopane



**Senior Manager:  
Legal Services**

Rekha Raath



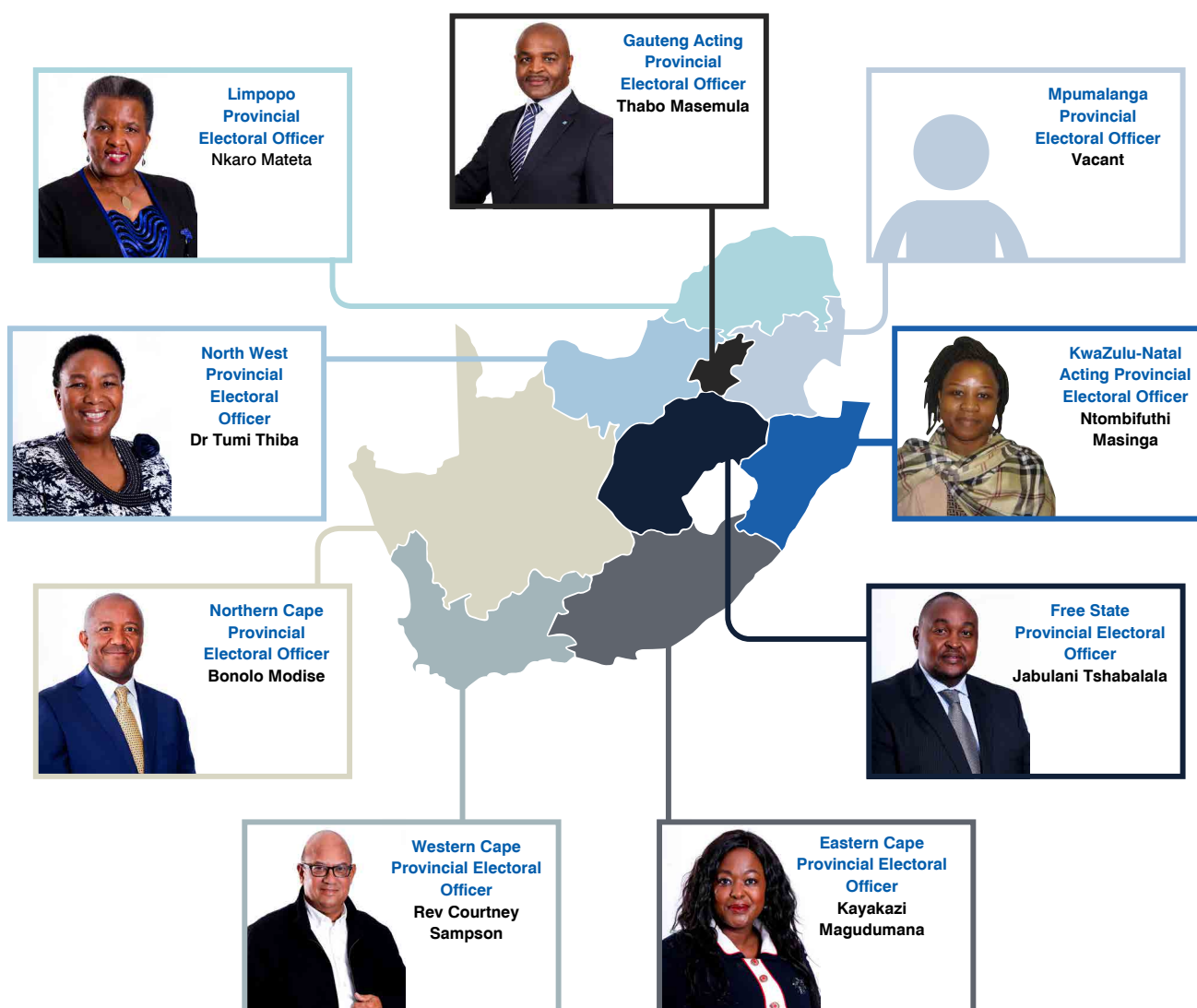
**Senior Manager:  
Strategic Support**

Marco Granelli



## 10. Provincial Electoral Officers

There are Electoral Commission offices in all nine provinces. Each office is headed by a Provincial Electoral Officer (PEO) with staff managing Administration, Electoral Matters and Outreach activities at a provincial level. The PEO is the Electoral Commission's media spokesperson in the various provinces for all election queries.





# Part B

## PERFORMANCE INFORMATION

# 1. Auditor-General's report: Predetermined objectives

The AGSA currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit assessment. The audit assessment of the performance against predetermined objectives is included in the AGSA's audit report under the heading "Predetermined objectives" in the "Report on other legal and regulatory requirements" section. Refer to page 103 of the AGSA's report, published as Part E: Annual Financial Statements.

# 2. Situational analysis

## 2.1 Social political and economic environment

1. The social, political and economic environment in South Africa continues to evolve and change with consequential impact on state, public, private and constitutional institutions.
2. The period under review continued to reflect a highly constrained economic environment with low growth and reductions in national revenue leading to continued fiscal constraints and austerity within the public sector.
3. At the same time, the recent growth in political contestation and multi-partyism reached levels hitherto unknown. Ahead of NPE 2019, a record number of 69 parties were registered at both national and local level.
4. This burgeoning of political parties was also reflected in a record number of 78 unique political parties meeting the requirements to contest NPE 2019, with 48 parties contesting the national ballot (compared to 29 in 2014).
5. The political environment continues to affect the operations and continuity of municipal councils with a number of councillor dismissals leading to the need for by-elections to be conducted. During the year under review, 144 by-elections were conducted.
6. More than ever, the Party Liaison Committees continued to provide a critical engagement and consultation forum with represented political parties at national, provincial and municipal level for the Electoral Commission. This was the case especially for preparations for NPE 2019 when representation on the committees was expanded to include contesting parties.
7. The ongoing imperative to meet the ruling of the Constitutional Court with regard to the rectification of the voters' roll in respect of voters' addresses, combined with preparations for the implementation of the Political Party Funding Act (Act 1 of 2019), coalesced to significantly increase the workload of the Electoral Commission.
8. The 2019/20 financial year saw the establishment of the Political Party Funding Unit. This followed the assent by the President to the Political Party Funding Act (Act 6 of 2018). The Commission also appointed the first chief executive to head the unit and oversee the implementation of the legislation and compliance with its prescripts, as well as the overall establishment of this fledgling unit.
9. The unit is tasked with the disbursements of funds from the Represented Political Party Fund and the Multi-party Democracy Fund. The unit is also responsible for ensuring regulatory compliance as it relates to the use of money from the funds, as well as direct donations received by political parties.





10. Following the appointment of the Chief Executive, the first order of business for the unit was the finalisation of the relevant regulations in line with the new Act. This was undertaken with the assistance of a task team set up to assist with the establishment of the unit. The task team also participated in the development of the Online Party Funding System (OPFS) and the drafting of a training guide.
11. The OPFS will, in future, be used for the submission of compliance documents as it relates to the funds, as well as the disclosure of direct funding received by political parties. Disclosures are expected to be made by both the donor and political party that would have received the donation.
12. Socially, the country continued to experience some of the highest incidents of civil unrest and community protest action leading up to NPE 2019. While such protests were generally aimed at highlighting grievances related to local service delivery, the protests had a significant impact on the Electoral Commission and its operations in a number of direct and indirect ways.
13. In terms of direct impact, some communities targeted the elections in May 2019, as well as subsequent by-election activities to draw attention to their grievances and demands.
14. Other areas of less direct impact on the Electoral Commission included the focus of protest actions around municipal offices where a sizable number of the Electoral Commission's local offices are accommodated, and the destruction of local facilities that the Electoral Commission uses as voting stations (including schools and community halls) during protests.
15. Over the five-year planning period and in adherence with its constitutional mandate, the strategic focus of the Electoral Commission will be the management and delivery of LGE 2021 and NPE 2024, and to ensure that both elections are free, fair and credible. Instructively, NPE 2024 will be managed under a new electoral system that includes individual candidates for the first time following the judgement of the Constitutional Court in the New Nation Movement Matter.
16. The World Health Organization (WHO) has confirmed Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-COV-2) as the causative agent of COVID-19 and has declared the disease a global pandemic. Since then, global and country-specific measures have been implemented to contain the spread of the disease. It is foreseeable that the disease will be a reality for as long as there is no vaccine.
17. In order to prevent registration and voting stations from becoming arenas for contagion, the Electoral Commission will have to take action to promote procedures that maintain public health in the electoral process, guided by what is known about the disease. Some of the procedures will include the provision of PPE for staff at voting stations. The Electoral Commission maintains a network of

23 000 voting stations with a staff complement of 208 000 on voting day. The outbreak of COVID-19 could not be foreseen, and such expenditure related to its mitigation is not budgeted for.

## 2.2 Organisational environment

18. 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 remained fully constituted during the period under review.
19. The Electoral Commission's organogram provides for 1 033 positions. The staffing establishment provides for four Deputy CEOs – one each for Corporate Services, Electoral Operations, Outreach and Party Funding. There is one Provincial Electoral Officer (PEO) for each provincial office of the Electoral Commission. The staff turnaround has remained stable with most key personnel retained.
20. The Electoral Commission has entered into a recognition and procedural agreement with the National Education, Health and Allied Workers' Union (NEHAWU), in which it was agreed that the 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. The last leg of the three-year agreement will subsist until March 2021.
21. Following an extensive and inclusive organisational review in September 2019, the Commission approved the high-level organogram and finalised a list of posts critical to the delivery of the elections to be filled urgently. In the interests of stability and meeting its mandate to deliver NPE 2019, it was agreed with all stakeholders to defer all other matters pertaining to the organisational review to after the elections. A committee was established after the elections to consider these matters, including the job grading. The Commission considered the implementation impact on the organisation and resolved that the job evaluation and remuneration proposals were not feasible, sustainable or affordable within the budget limitations of the Medium-term Expenditure Framework (MTEF). This was compounded by the fact that only 91% (1 008 positions) of the organogram were funded. Roadshows were conducted across the organisation in the last quarter of the period under review to share the outcome of the organisational review and Commission resolutions with all employees.
22. Having spent a considerable part of the financial year without a permanent CFO, the Electoral Commission appointed a permanent CFO in November 2018. Unfortunately, the incumbent resigned in February 2019, leaving the organisation once again without a permanent CFO during the vital financial year-

end and preparation period for NPE 2019. The organisation acted swiftly to appoint an interim CFO with effect from 1 April 2019 to assist with the financial year-end and audit processes. The recruitment process for the search for a permanent CFO commenced in the latter part of the third quarter.

### 2.3 Policy and legislative environment

21. The Constitutional Court pronounced a significant judgement on 11 June 2020. An issue before the court in the New Nation Movement Matter was whether the Electoral Act was constitutional to the extent that it facilitated participation in national and provincial elections only through membership of political parties. In other words, could the failure by the Electoral Act to make provision for individuals to stand for office as independents be justified in terms of the Constitution?
22. The Constitutional Court found that channelling individuals to stand as candidates only through political parties was unconstitutional in that it is a negation of political rights guaranteed under section 19 of the Constitution, as well as an assault on the right to freedom of assembly and the right to dignity protected in sections 18 and 10 of the Constitution, respectively. The court further held that section 1(d) in the founding provisions of the Constitution must be interpreted to denounce a one-party system of governance and not to sanction an exclusive party proportional representation system.
23. The Court ordered Parliament to amend, within 24 months, the Electoral Act to bring it in line with the Constitution. The import of the court ruling is that Parliament must pass a new electoral system. Although the court has not prescribed an electoral system, such system as Parliament may decide on must result, in general, in proportionality, and may not be exclusively a party proportional representation system.
24. The Electoral Commission has, over the past 25 years, built and invested in business applications that supported a party proportional representation system. Whatever electoral system Parliament passes will have serious implications for the Electoral Commission. The Electoral Commission would be required to invest significant resources in developing and/or repurposing its business systems and applications to support the new scheme. Similarly, it would require resources for the retraining of its permanent and voting station staff to understand and implement the new electoral law.
25. The debate about the benefits of composite national, provincial and municipal elections has been placed firmly on the national agenda. Hitherto, the debate has been driven in large measure by the deteriorating economic environment and challenging fiscal constraints. The reality of COVID-19 and its impact on LGE 2021 has introduced an added health dimension. While, once again, such decisions on amendments to the electoral process are in the realm of Parliament and policy makers, the Electoral Commission will need to play a central role in providing inputs into these debates, including inputs about the possible economic and fiscal benefits of composite elections to the country, political parties and contestants, the impact on voters and election officials, and international good practice and experience.
26. Preparatory work for LGE 2021 included the drafting of legislative amendments to enhance the electoral process. Among the key legislative initiatives processed by the Electoral Commission for submission to Parliament is the Electoral Laws Amendment Bill. The Bill is intended to do the following:
  - Safeguard the continued franchise of voters who appear on the voters' roll without an address
  - Authorise the Chief Electoral Officer to redact the information of voters that is provided to contesting parties and contestants so as to protect the personal information of voters as required in terms of the Protection of Personal Information Act
  - Streamline the process of casting special votes abroad
  - Clarify the period covered by the Electoral Code
  - Streamline provisions regarding the process of applying for the registration of parties
27. It is noted that, despite current business disruptions occasioned by COVID-19, Parliament will pass these amendments in time for the presently unfolding preparations of municipal councils next year.

### 2.4 Strategic outcomes-oriented goals

Programme	Strategic Outcome-oriented Goal	Number of targets	Number achieved/exceeded	Number not achieved	Percentage achievement
<b>Programme 1:</b> Administration	<b>Goal 1:</b> Strengthening governance, institutional excellence, professionalism and enabling business processes at all levels of the organisation	10	8	2	80%
<b>Programme 2:</b> Electoral Operations	<b>Goal 2:</b> Achieving pre-eminence in the area of managing elections and referenda, including the strengthening of a cooperative relationship with political parties	10	7	3	70%
<b>Programme 3:</b> Outreach	<b>Goal 3:</b> Strengthening electoral democracy	7	5	2	71%
<b>Total</b>		<b>27</b>	<b>20</b>	<b>7</b>	<b>74%</b>

## 3. Performance information by programme

### 3.1 Programme 1: Administration

Programme 1 supports the achievement of Strategic Outcome-oriented Goal 1. It provides for 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 Chief Electoral Officer monitors the implementation of and adherence to the Commission's strategic priorities, as well as 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 human resources well, improving financial performance, improving and maintaining internal control, strengthening risk management, maintaining sound industrial relations and building institutional memory.

This programme provides for enabling business processes and systems in respect of legal services, ICT, human resources management and facilities management to efficiently and effectively support the core business of the Electoral Commission.

#### Strategic objectives

<b>Strategic Objective 1.1</b>	Exercise oversight (monitoring, evaluation and leadership) to ensure the effective implementation of the Electoral Commission's core mandate, strategic goals and objectives, aligned with the corresponding budget allocation.
<b>Strategic Objective 1.2</b>	Exercise oversight (monitoring, evaluation and support), the provisioning of assurance and risk management services.
<b>Strategic Objective 1.3</b>	Build institutional capacity to enable the Electoral Commission to deliver on its constitutional mandate.
<b>Strategic Objective 1.4</b>	Manage financial resources efficiently to protect the public image of the Electoral Commission as an accountable institution.
<b>Strategic Objective 1.5</b>	Provide and maintain a stable, secure and scalable ICT environment that meets the functional needs of the Electoral Commission to ensure the credibility of electronic electoral processes.



*Oversight visit by the Portfolio Committee on Home Affairs to the Electoral Commission on 28 August 2019*

**Strategic objectives, key performance indicators, planned targets and actual achievements**

Programme 1: Administration							
Strategic objective	Reference	Performance indicator	Actual achievement 2018/19	Planned target 2019/20	Actual achievement 2019/20	Deviation from planned target to actual achievement for 2019/20	Comment on deviations
1.1 Exercise oversight (monitoring, evaluation and leadership) to ensure the effective implementation of the Electoral Commission's core mandate, strategic goals and objectives, aligned with the corresponding budget allocation.	1.1.1	Number of Commission meetings held per annum	12	11	11	-	Target achieved.
	1.1.2	Number of quarterly reports per annum reviewed by the CEO within 30 days after the start of the next quarter	4	4	4	-	Target achieved.
1.2 Exercise efficient oversight (monitoring, evaluation and support) by providing assurance and risk management services.	1.2.2	Number of quarterly internal audit progress reports per annum prepared by the Chief Audit Executive (CAE) and reviewed by the Audit Committee each year within 60 days after the start of the next quarter	4	4	4	-	Target achieved.
	1.2.3	Quarterly review and update of the Electoral Commission's strategic risk register by the Executive Risk Management Committee within 30 days after the start of the next quarter	4	4	4	-	Target achieved.
	1.3.1	Number of permanent staff positions filled per annum (posts filled for part of the year will be counted on a pro-rata basis)	922 filled posts calculated pro-rata over the year	90% filled (930 filled posts)	88% filled (906 filled posts)	2% (24)	Target not achieved due to delayed organisational review processes.
1.3 Build institutional capacity to enable the Electoral Commission to deliver on its constitutional mandate.	1.3.2	Number of permanent staff members who were provided with developmental training interventions per annum	2 478	180	284	104	Target achieved. The annual target was exceeded because of the increase in bursary applications for the 2020 academic year and non-election activities, as well as the number of staff who attended facilitation skills training.

Programme 1: Administration							
Strategic objective	Reference	Performance indicator	Actual achievement 2018/19	Planned target 2019/20	Actual achievement 2019/20	Deviation from planned target to actual achievement for 2019/20	Comment on deviations
<b>1.3 Build institutional capacity to enable the Electoral Commission to deliver on its constitutional mandate.</b>	1.3.3	Extent of compliance with the performance management system as evidenced by the existence of performance agreements and performance assessments for the year under review	85% (789) of performance agreements for 2018/19 in place by the deadline date	100% of qualifying staff	98% of performance agreements of qualifying staff were completed by the deadline date of 1 April 2019	2% of performance agreements not achieved and 3% of performance assessments not achieved.	Target not achieved: The 2% of performance agreements not signed are mostly for employees on sick leave and maternity leave. The 3% variance on performance assessments is made up mainly of employees on probation, sick leave and maternity leave.
			0% (0) of performance assessments for 2018/19 were completed and moderated in May 2019.		97% of performance assessments of qualifying staff were completed and moderated		
<b>1.4 Manage financial resources efficiently to protect the public image of the Electoral Commission as an accountable institution.</b>	1.4.1	Achieve an unqualified audit report on the annual financial statements each year	Unqualified	Unqualified	Unqualified	Unqualified	
<b>1.5 Provide and maintain a stable, secure and scalable ICT environment that meets the functional needs of the Electoral Commission to ensure the credibility of electronic electoral processes.</b>	1.5.1	Minimum annual percentage network and application systems availability measured in hours (system-generated report available)	97.666% (2 172.063 hours achieved)	97% of 2 241 hours' achievement	97.3% (2 180.096 hours)	0.3%	<b>Target achieved.</b>
			100% achieved (Phase 1)	Platform upgrade completed (Phase 3) Storage area network (SAN) upgrade completed	Platform upgrade completed (Phase 3) SAN upgrade completed	-	<b>Target achieved.</b>
	1.5.2	Phase 2 at 87% and Phase 3 at 65%					

## COMMISSION SERVICES

Commission Services facilitates key strategic projects and initiatives of the Commission to ensure the realisation of the mandate of the organisation.

The period under review saw a proliferation of discourse on and interest in electronic voting, following NPE 2019. As a result, the Commission undertook a study tour to Namibia with all the members of the National Political Liaison Committee (NPLC) to experience electronic voting first-hand and to assist in determining the electronic voting system that would be most suitable for South Africa.

The role that social media plays in elections in South Africa and elsewhere in the world continues to be topical for election management bodies. For this reason, the Commission, in partnership with the United Nations Development Programme (UNDP), convened a four-day conference themed “*Safeguarding electoral integrity in the Digital Age: Strategies for combatting digital disinformation*”. The purpose of the conference was to discuss the social media landscape in as far as it relates to elections. Some 200 participants, who included representative of the African Union, senior representatives of at least 30 African electoral management bodies, scholars and social media professionals, participated in the event. The conference culminated in a resolution for the development of a continental instrument for the regulation of the use of social media in elections.

In line with its vision for pre-eminence in elections, the Commission continues to play a vital role internationally in entrenching electoral democracy. As such, its membership in election management bodies, such as the Association of World Election Bodies (AWEB), the Electoral Commission’s Forum (ECF) of the Southern African Development Community (SADC) region and the International Institute for Democracy and Electoral Assistance (International IDEA), remains resolute.

The Commission has also been inducted into leadership roles in the ECF SADC and the AWEB. It is currently the Vice-Chairperson of the ECF SADC’s Executive Committee and also the Vice-Chairperson of AWEB.

The Commission hosted the meeting of the ECF SADC Executive Committee from 22 to 24 June 2019 and participated the 21st Annual General Conference of the ECF SADC, which was held in Malawi from 23 to 26 August 2019. The Commission also hosted the 19th International Electoral Affairs Symposium in conjunction with the International Centre for Parliamentary Studies (ICPS). This is a gathering of the election management fraternity around the world to acknowledge and reward innovation and best practice within the electoral administration sphere.

In addition, the Commission plays a role in various structures of the Commonwealth, such as the Electoral Commonwealth Network (ECN).

The Electoral Commission is one of the institutions created in terms of the Constitution to support constitutional democracy in South Africa. From 1 July 2020, the Commission was nominated to chair the Forum of Institutions Supporting Constitutional Democracy (FISD) and also to provide secretarial support. The FISD operates as a platform for sharing ideas, and developing best practice to give effect to the respective mandates of institutions supporting democracy. The FISD also provides a platform for institutions to pursue cooperation, collaboration and an alliance while maintaining their constitutional independence. The term of office of Chairpersonship of the Forum and the Secretariat role is 12 months and rotates among member institutions.

In ensuring that the organisation meets its constitutional mandate and the challenges brought about by the ever-changing electoral environment, the Commission undertook a process of reviewing its vision and mission. This process followed an intense organisational review, which was completed during the period under review to ensure the alignment with and placement of skills according to the needs and goals of the organisation. To maintain smooth governance and decision-making processes, the Commission has established Commission Committees. These Committees provide a platform for an interface between the Commission and the Administration.

Each Committee is chaired by a full-time member of the Commission. The Commission Committees are as follows:

- Elections Management Committee
- Finance, Risk and Compliance Committee
- Human Resources Governance Committee
- Party Funding Committee
- Governance and Ethics Committee
- Outreach, Communications and International Relations Committee
- Research, Publications and Knowledge Committee

All these committees report to the Commission, which currently meets once a month or more as determined by the Chairperson in consultation with other Commissioners.

## OFFICE OF THE CEO

### Internal Audit

Section 38 of the PFMA requires the Accounting Officer to ensure that the Electoral Commission has and maintains a system of internal audit under the control and direction of an Audit Committee, among other things.

Accordingly the purpose, authority and responsibility of the Internal Audit function is defined in its charter, which is approved by the Audit Committee and is consistent with the requirements stipulated in Treasury Regulation 3 of the PFMA and the Internal Professional Practise Framework (IPPF) set by the Institute of Internal Auditors (IIA).

The Chief Audit Executive (CAE) met her statutory reporting obligations to the Audit Committee relating to the progress made with implementing the Annual Audit Plan, as well as the tabling of issues requiring the Committee's intervention in ensuring the effectiveness of the system of internal audit that operates at the Electoral Commission.

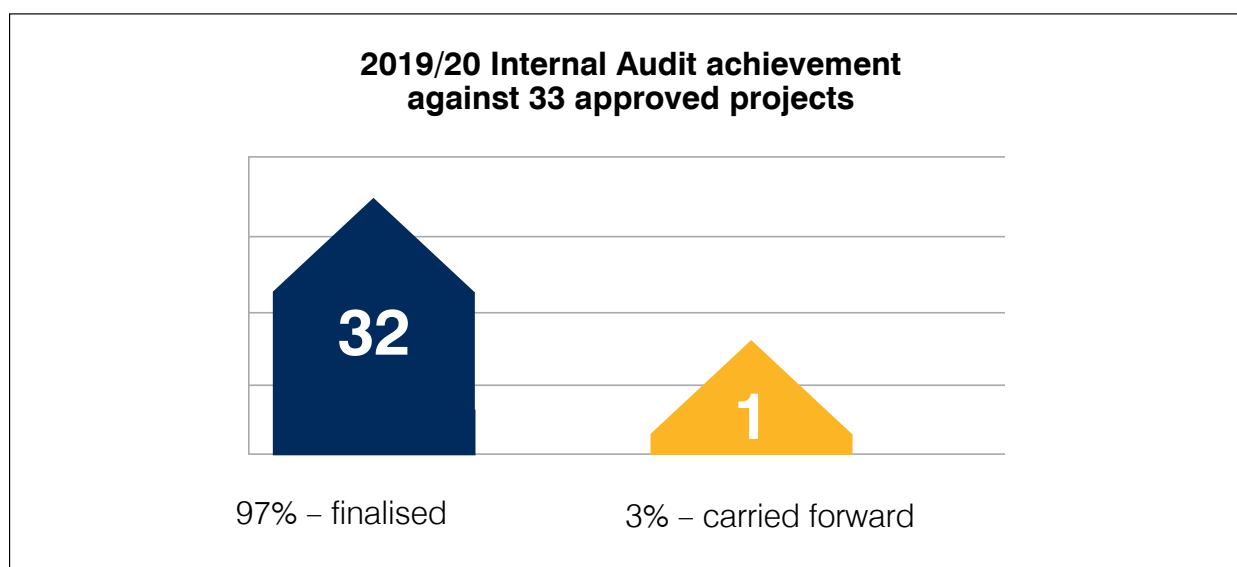
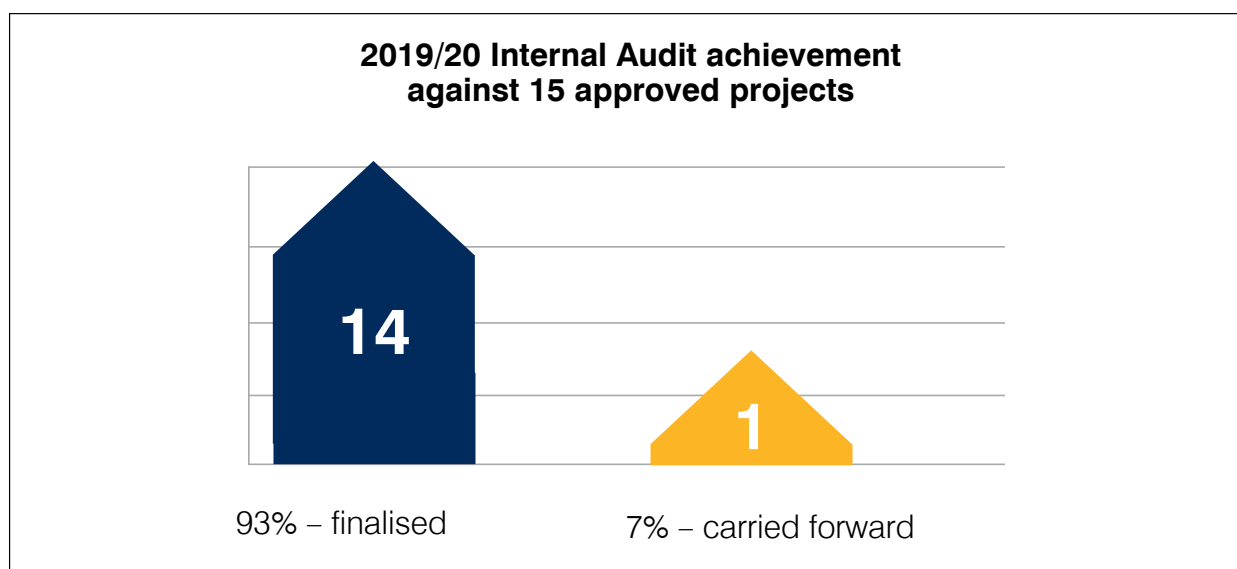
The statutory Audit Committee approved 17 projects for the 2019/20 financial year. Towards facilitating the further embedding of adequate ICT governance, the Audit Committee, in considering that the area will otherwise be reviewed within combined assurance, approved that both the ICT internal audit projects for 2019/20 be reprioritised

and rolled over for consideration in the ensuing three-year rolling internal audit planning cycle.

Accordingly, 15 audit projects were funded in the 2019/20 operational plan, for which 33 reports were conceptualised through the various project phases.

Fourteen projects were completely executed and one project was carried forward to the ensuing audit cycle.

The implementation status of 2019/20 internal audit operational plan is illustrated below.



**Figure 2:** Implementation status of the Internal Audit operational plan

The aggregation the ratings of reports finalised for 2019/20 informed the CAE's annual opinion of general "needs improvement".

Given that forensic audits and investigations at the Electoral Commission are conducted by and reported on by the Human Resources Department, the Performance and Internal Audit Department did not perform any forensic investigations during the reporting period.

## HUMAN RESOURCE DEVELOPMENT

### Election training and skills development

The Electoral Commission is tasked with a huge mandate of managing and delivering free, fair and credible elections at national, provincial and local level of government. In order to carry out this mammoth task, the availability of skilled personnel, as well as the proper planning and implementation of training initiatives, becomes vital. Despite the 2019/20 financial year being an election year, the organisation remained committed, with concerted efforts being made to ensure that skills development initiatives for both the permanent and fixed-term employees were maintained.

#### Training of electoral staff

In a bid to enhance the quality of performance at voting stations, the department constantly reviews the election training approach. The Recruitment and Training Task Team, which is constituted of representatives from various levels of the organisation, plays a fundamental role in enhancing the development of training material and a training model. The modular approach initially introduced during NPE 2014 was used again since it has generally proved to be effective for large-scale training.

The majority of the Presiding Officers, Deputy Presiding Officers, Voters' Roll Officers and Area Managers responsible for voting stations during NPE 2019 attended election training during the year under review, while others had been trained in the latter part of the previous financial year. The main reason for this was to bring training closer to the election event. This, together with the increases in the number of simulations and practical assessments, yielded better performance at the voting stations.

Employees from national and provincial offices monitored and provided support during the training sessions for both the trainers and for electoral staff.

#### Training of stakeholders

The Electoral Commission has a range of key stakeholder groupings that need to be consulted, briefed and informed about electoral activities and processes. Training was conducted for the following stakeholders:

- **Political party agents:** This training is conducted at local level by the same facilitators who train voting station staff. In some instances, political party agents attend the same training sessions as voting station staff. Besides being cost-effective, this approach demonstrates transparency and impartiality as enshrined in the values of the Electoral Commission.

- **Security service training:** Security personnel are deployed to all voting stations and require election security-related training. This training takes place at national, provincial and local level. This training is based on a security guide that is developed internally.
- **International and domestic observers and the media:** Members of the media, as well as international and domestic observers, were briefed on the electoral processes, as they also monitored the election process and the performance of electoral staff. The participation of these stakeholders in the electoral process forms part of educating and promoting an active political citizenry.

#### Implementation and monitoring of elections

Project monitoring plays a major role in ensuring that all project activities are carried out as planned. With huge resources spent on planning for both registration and election events, it is important to monitor both the training and the actual performance of the trained staff at the voting stations to assess the attainment of the training project goals. The voting processes and performance of voting stations staff were monitored by the Electoral Commission's employees.

A monitoring checklist was developed to assess the voting processes and the performance of voting station staff. This information is utilised for debriefing sessions and for the future improvement of electoral staff training. Most employees welcomed the involvement of permanent employees in the monitoring of performance at voting stations.

This is a strategy that will be enhanced going forward. The Electoral Commission is still assessing the most effective and efficient methodology to strengthen the monitoring and evaluation of all training sessions.



## Skills development

The Electoral Commission is committed to continuously upskilling its human capacity to enhance productivity, encourage a culture of lifelong learning and keep the workforce up to speed with new and innovative means of performing individual tasks.

Employees are also encouraged to belong to professional bodies relevant to their qualifications, as this is another way of ongoing learning and development. To date, 36 employees are members of their various professional bodies.

As part of the employee development, 282 skills development opportunities were provided during the period under review, as depicted in the figure below.

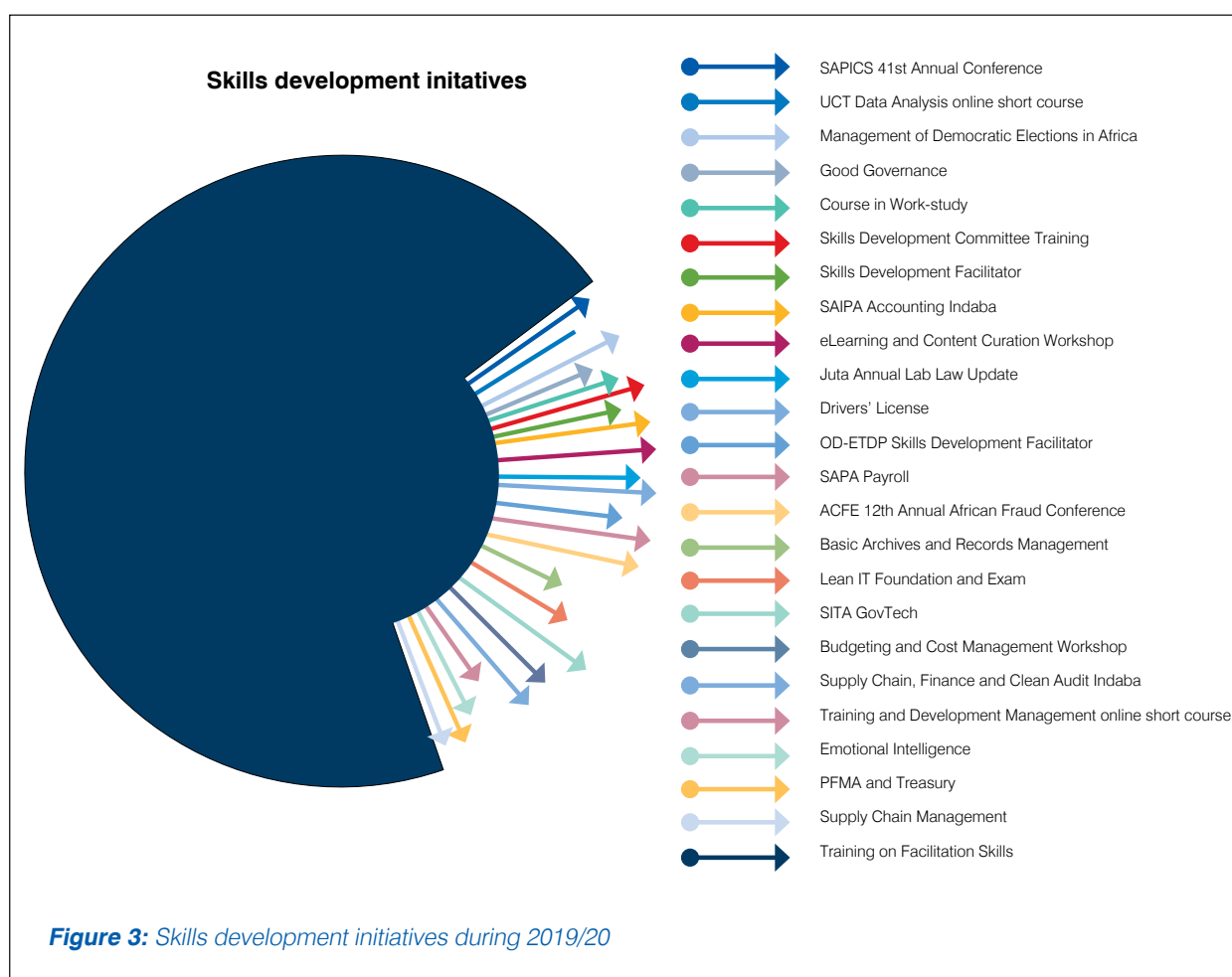
## Attendance of seminars, workshops and short courses

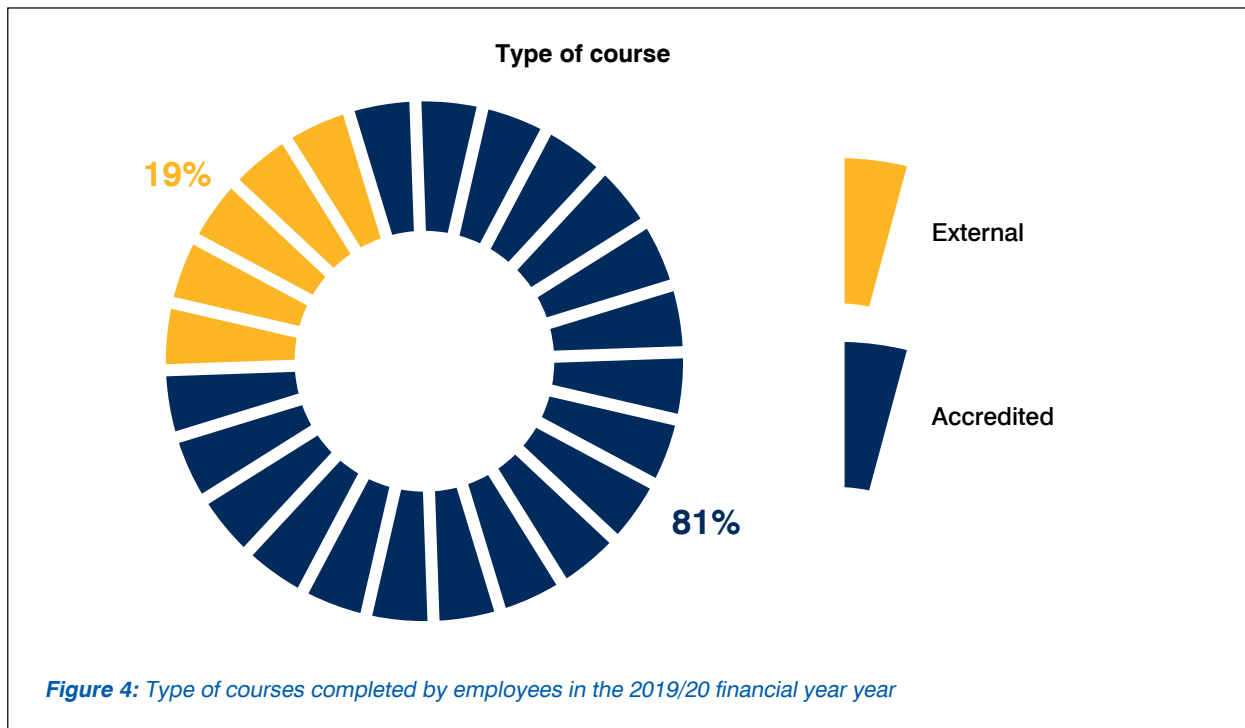
Since the first quarter of the period under review was focused on preparations for NPE 2019, most of the training interventions took place in the last quarter.

A hundred employees from various provinces responsible for the training of electoral staff and voter education attended the facilitation skills training sessions.

During the period under review, 143 employees attended the following training and development interventions.

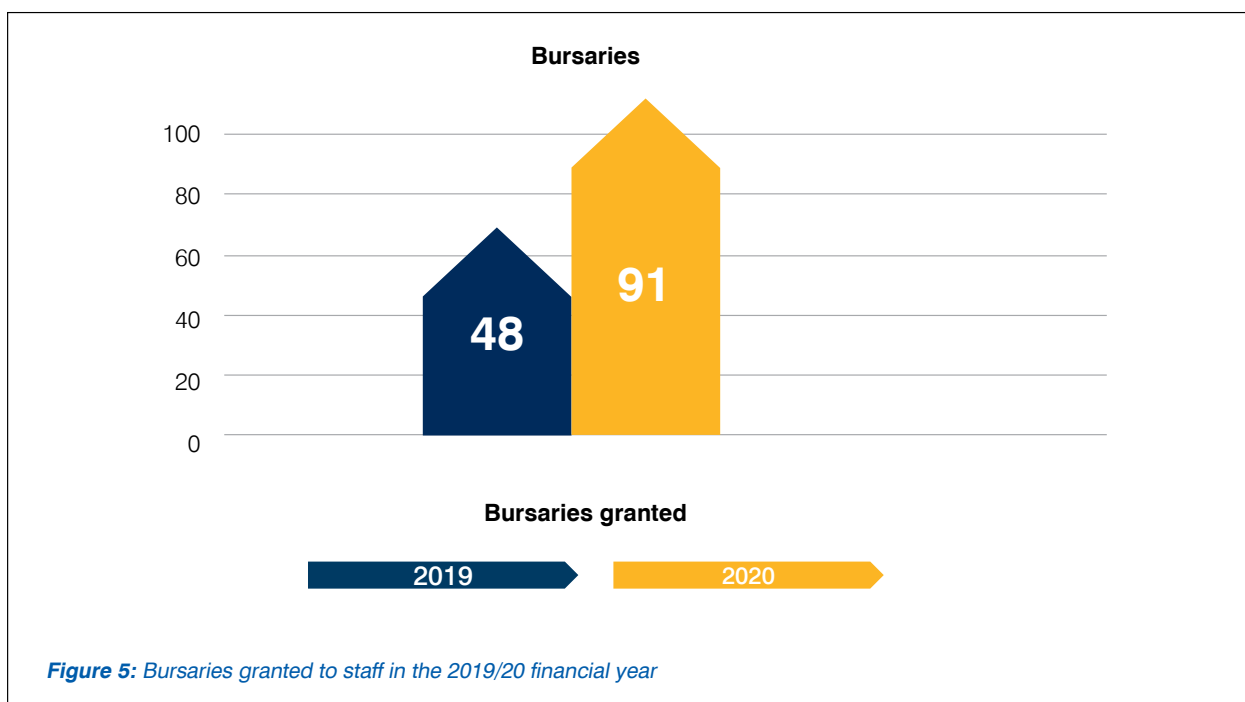
The figure on page 29 shows that most of the employees attended accredited courses, which is a great improvement, as they can use these credits to achieve formal qualifications.





### Bursaries

The Electoral Commission's bursary scheme is another skills development vehicle aimed at developing a pool of suitably qualified employees and thus improving both individual and organisational performance. During the bursary adjudication process, priority was given to employees without senior certificates and/or post-matric qualifications. Thereafter, all other applications were considered and allocated subject to budget availability. A total of 139 employees were granted bursaries for the period under review, with 48 employees registered for the 2019 academic year, and 91 registered for the 2020 academic year.



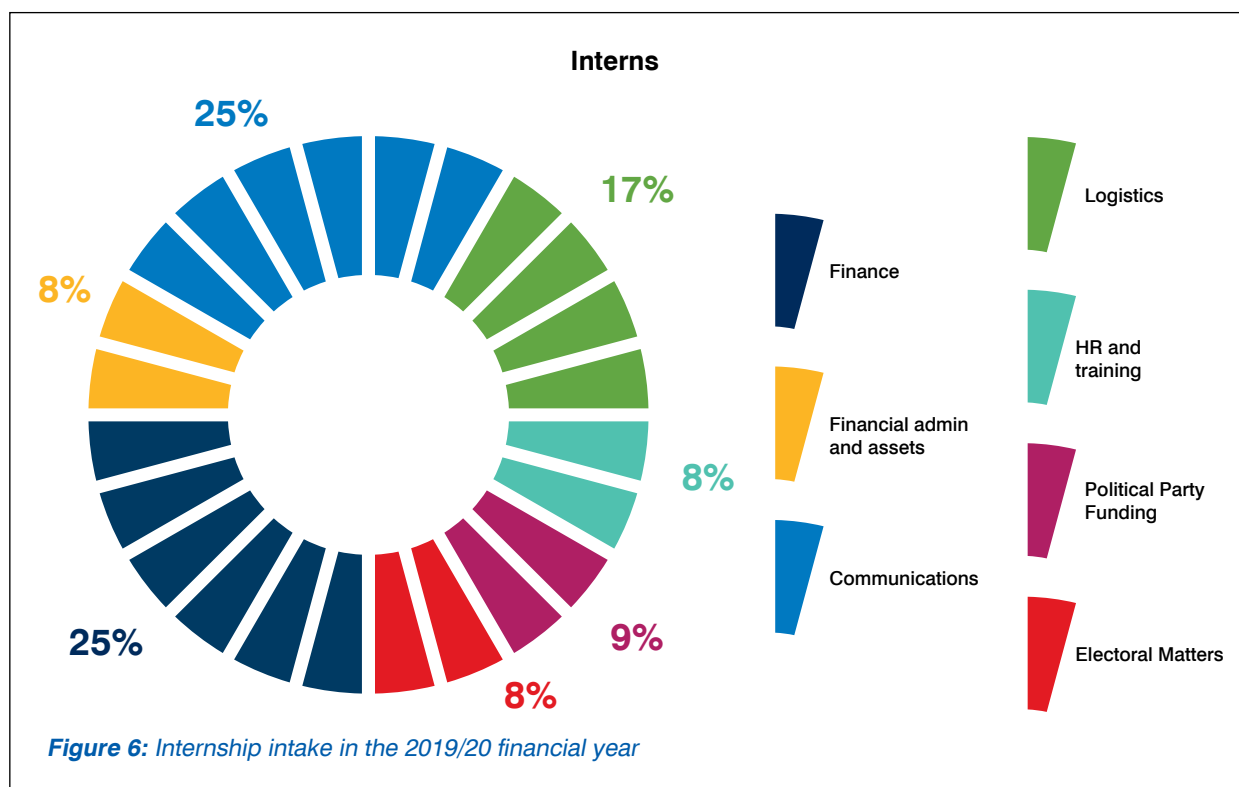
## Internships

The internship programme is one of the flagship HR programmes in which the Electoral Commission contributes to the overall skills development of the country by offering graduates an opportunity to acquire practical work experience. The Electoral Commission also offers internships to students who require practical work experience in order to attain a qualification.

Following the Department of Public Service and Administration (DPSA)'s Directive on the Employment of Persons to Developmental Programmes in the Public Service, i.e. internship, learnership, apprenticeship,

graduate recruitment schemes and related programmes, the Electoral Commission also extended the duration of its internship programme from 12 to 24 months. Intern intake is subject to the availability of resources, such as funding for stipends, office space and other resources. These opportunities provide interns with much-needed experience and more time to be exposed to various areas of their field of study. This extended period allows the organisation to use the internship programme as part of its talent management pipeline.

During the period under review, 12 interns were recruited in various departments, with most of them being placed in Finance, Human Resources and Logistics.



## Management of democratic elections in Africa

Three employees from various levels of the organisation attended the Management of Democratic Elections (MDEA) programme offered by the University of South Africa (Unisa), in partnership with the Electoral Commission. This brings the total number of employees who have attended this course since its inception in 2011 to 126.

## Digital learning

Over the past number of years, several industries across the world have seen a shift from face-to-face interactions to the use of digital training and development methods. In a bid to provide ongoing and accessible training in a

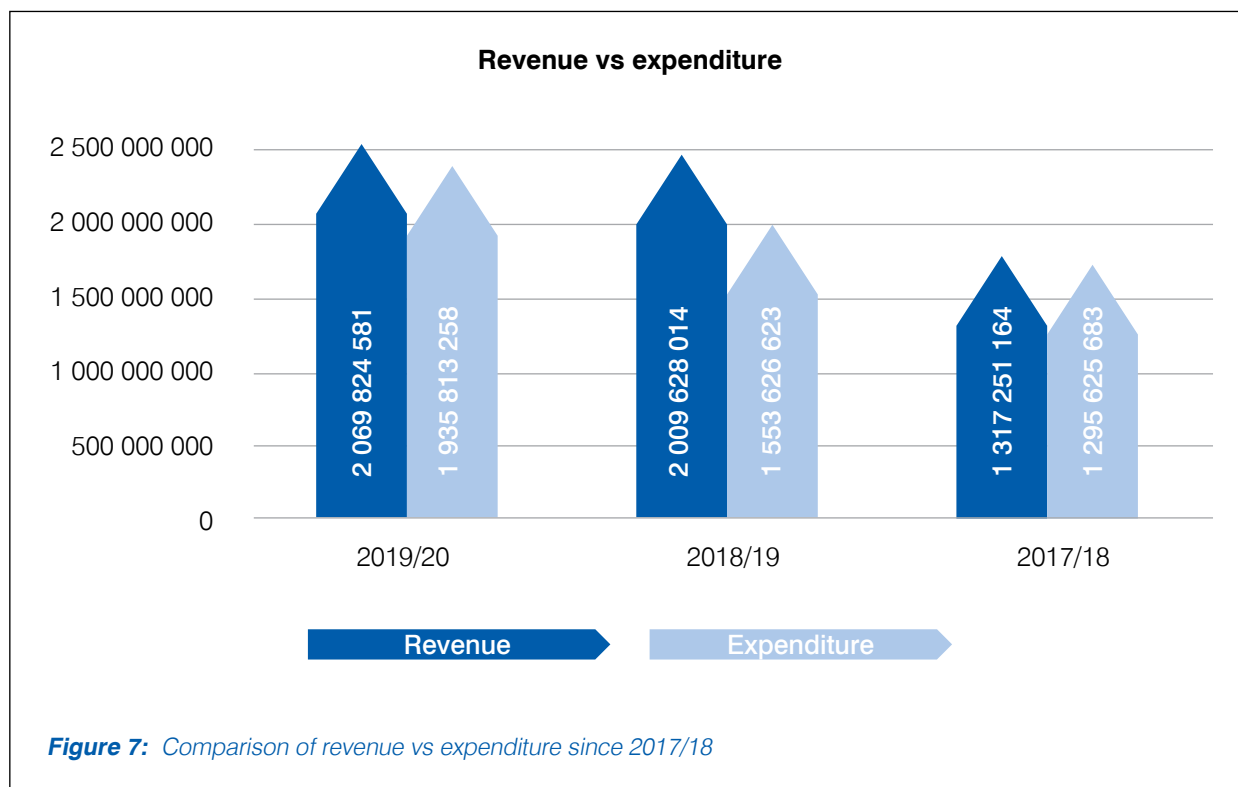
cost-effective manner, the Electoral Commission also embarked on a process of implementing e-learning for permanent employees, election staff and stakeholders. The e-learning system will also serve to enhance the recruitment of electoral staff members. The aim is to provide blended training and not completely forego face-to-face training.

The Electoral Commission has gone through an elaborate exercise to research and identify an open-source e-learning learner management system (LMS) that will be most suitable to its requirements. A suitably qualified provider was appointed to develop and design digital training material, pilot the implementation of e-learning on the LMS and steer the change management process.

## FINANCIAL ADMINISTRATION

The Electoral Commission's total revenue for the financial year is R2.012 billion. This is a parliamentary allocation. Additionally, R57 million was derived from sundry income, being interest earned from short-term investments.

The annual budget covers the costs of administration (i.e. remuneration of permanent staff, office rentals and other ongoing costs of equipment and services), as well as the costs of specific electoral events (i.e. voter registration activities and national, provincial, local and by-elections).



The financial highlights of the current year are reflected below.

Revenue increased by 3% to R2.069 billion. This was driven by the following:

- A 2.4% increase in parliamentary revenue due to this being an election year
- A 0.6% increase, mainly from investment revenue and sponsorship income, for NPE 2019

Operating expenses increased by 25% to R1.93 billion. This increase can be attributed to budgeted election expenses mainly for goods and services. A saving of R225 million was achieved against budgeted costs.

A surplus of R133 million was recorded for the year (2018/19: R455.8 million).

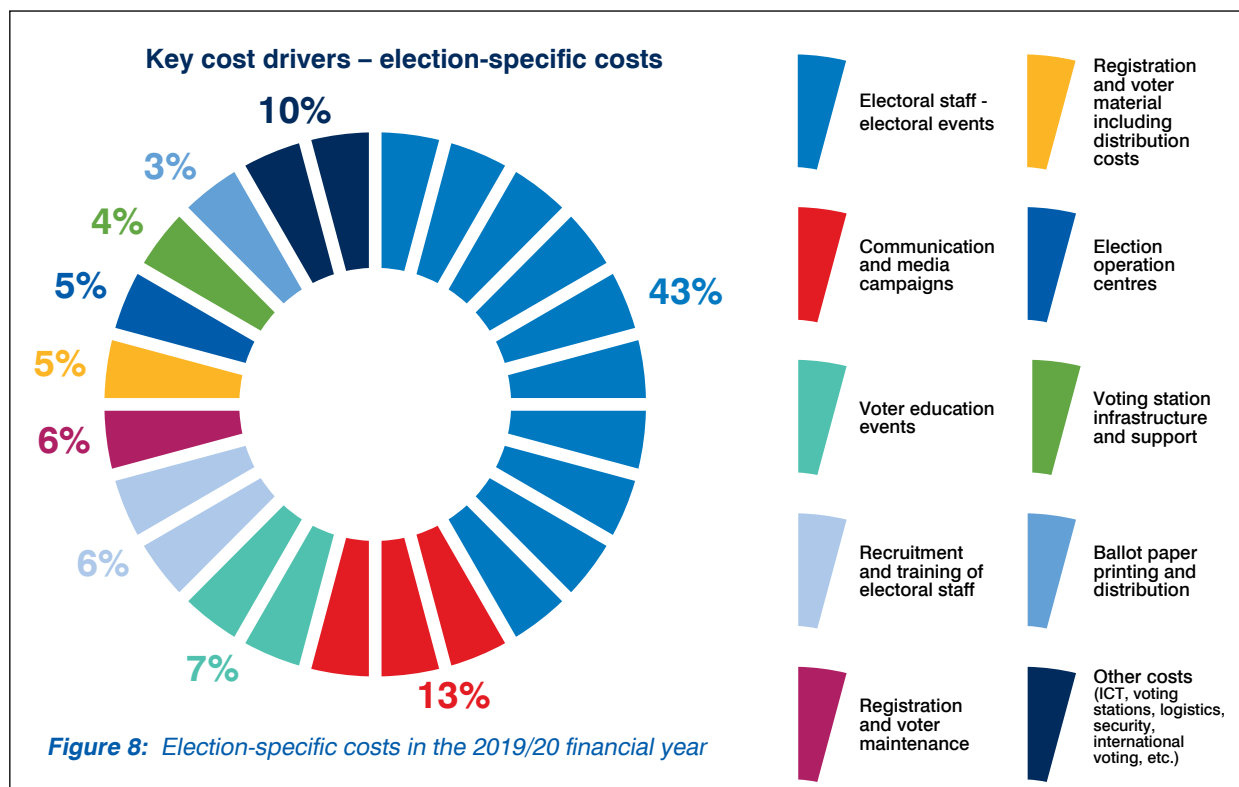
The decrease from the prior year is due to expenses relating to NPE 2019. The prior-year surplus was to be carried over for election-committed expenses.

Liquidity improved from an average of 2.6 to 3.8, with a cash ratio of 3.6 and a current ratio of 3.9. Both can be attributed to the allocation received for investment in the new election management devices to be delivered in 2020/21.

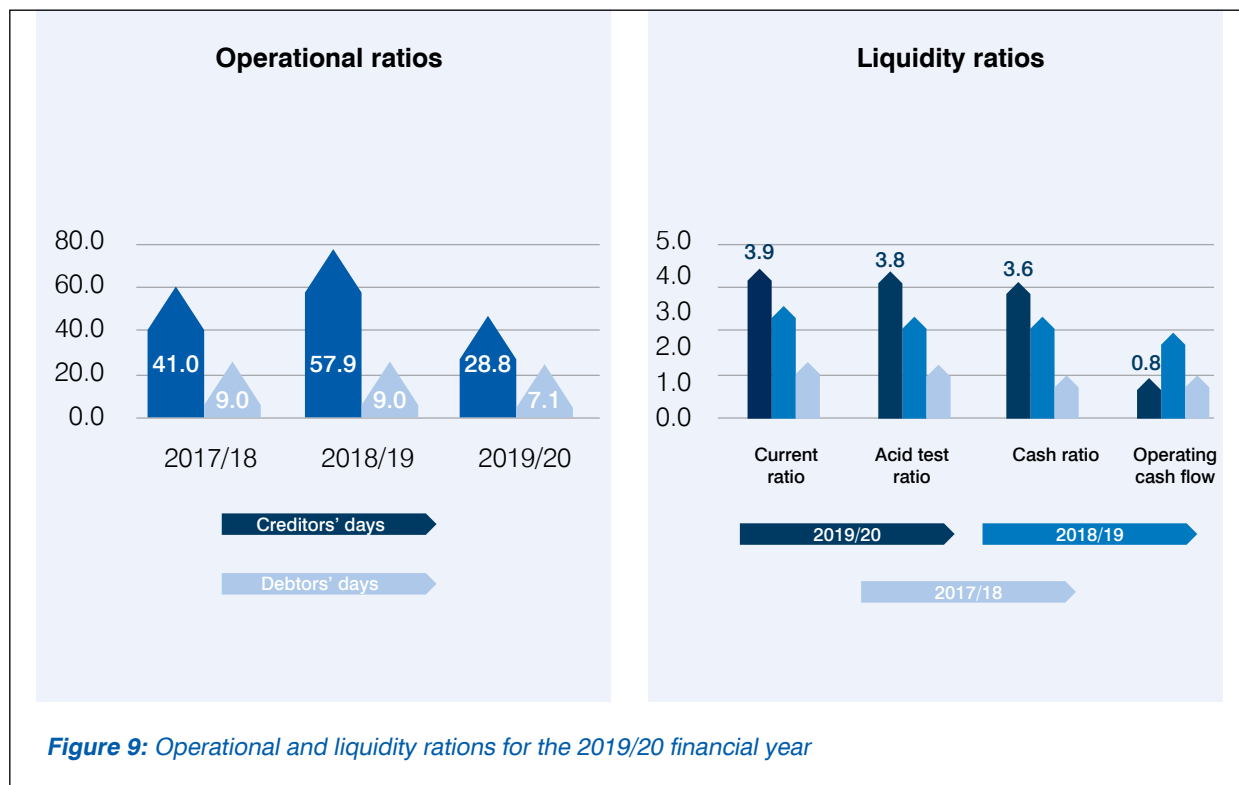
Cash paid to suppliers and employees amounted to 92% (2018/19: 73%) of the total cash flows, amounting to R1.9 billion (R1.4 billion). Capital investment amounted to R73.5 million, of which R20 million has been invested in intellectual property and R54 million in capital assets.

This brings capital expenditure over the past three years to R137 million.

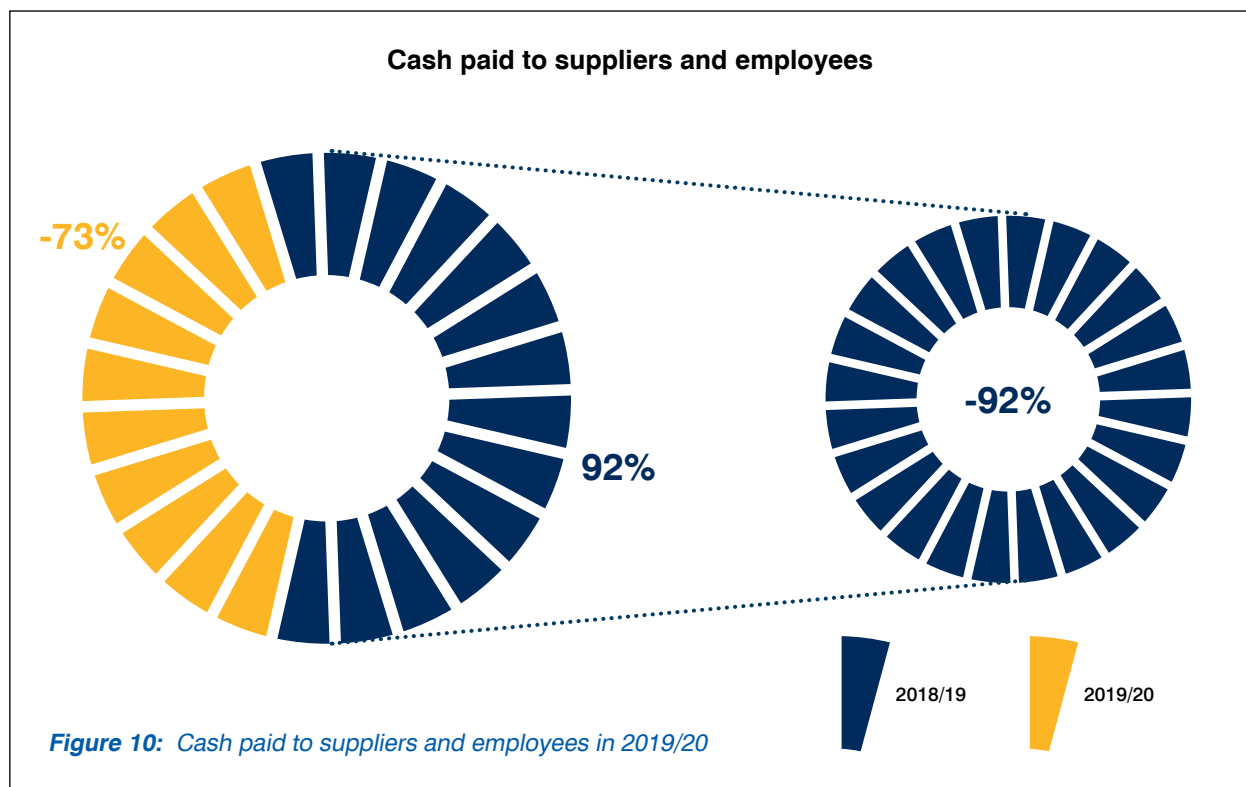
In the current year, R12.3 million was spent on repairs and the maintenance of capital assets. Electoral staff costs make up 15% of total expenditure at R286 million for the employment of 200 855 people. Voting station rentals of R18 million make up 1% of the total expenditure reported for 22 924 voting stations.



The new election management devices were anticipated to be purchased at the end of the 2018/19 financial year, but this investment was deferred to the 2020/21 financial year, resulting in a portion of the parliamentary allocation being unspent in 2019/20. This is evident in the liquidity ratios shown below.



Both creditors' days and debtors' days have decreased from the prior year and are below the 30-day average. Cash paid to suppliers and employees increased from the prior year as a result of NPE 2019.



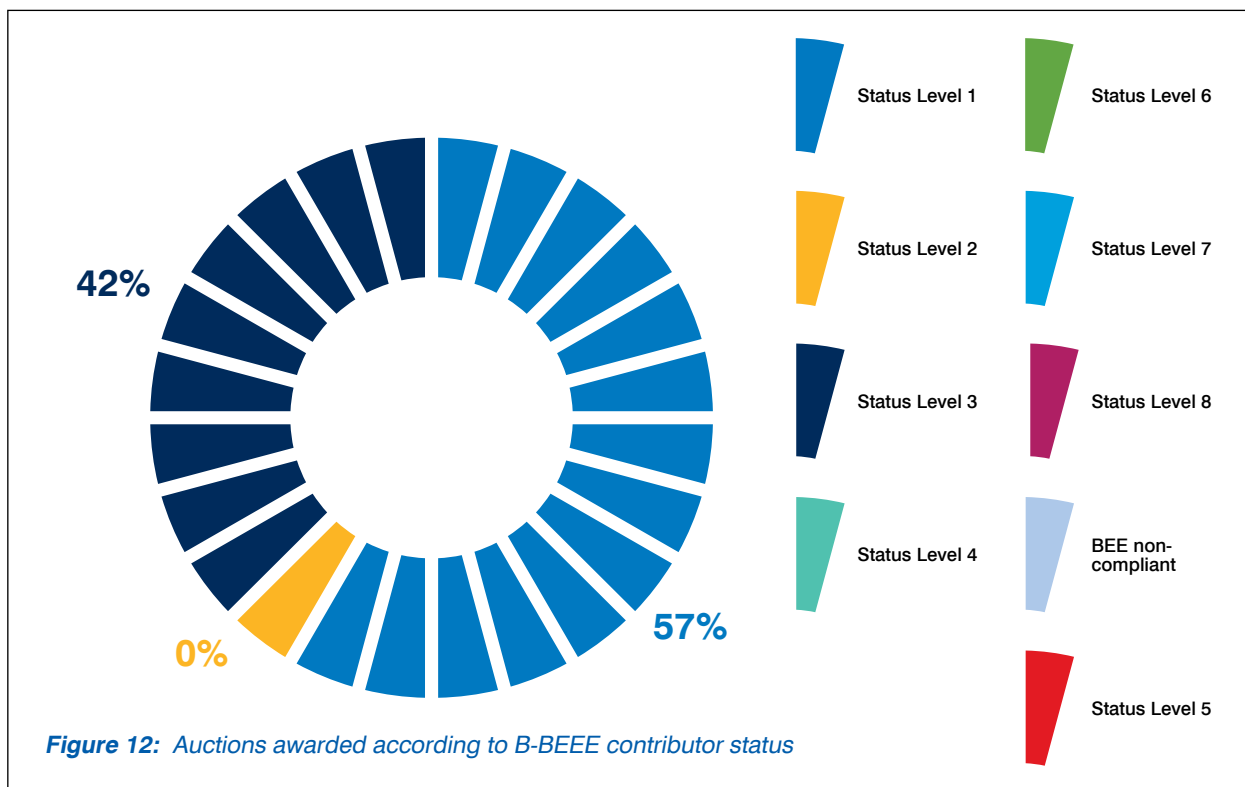
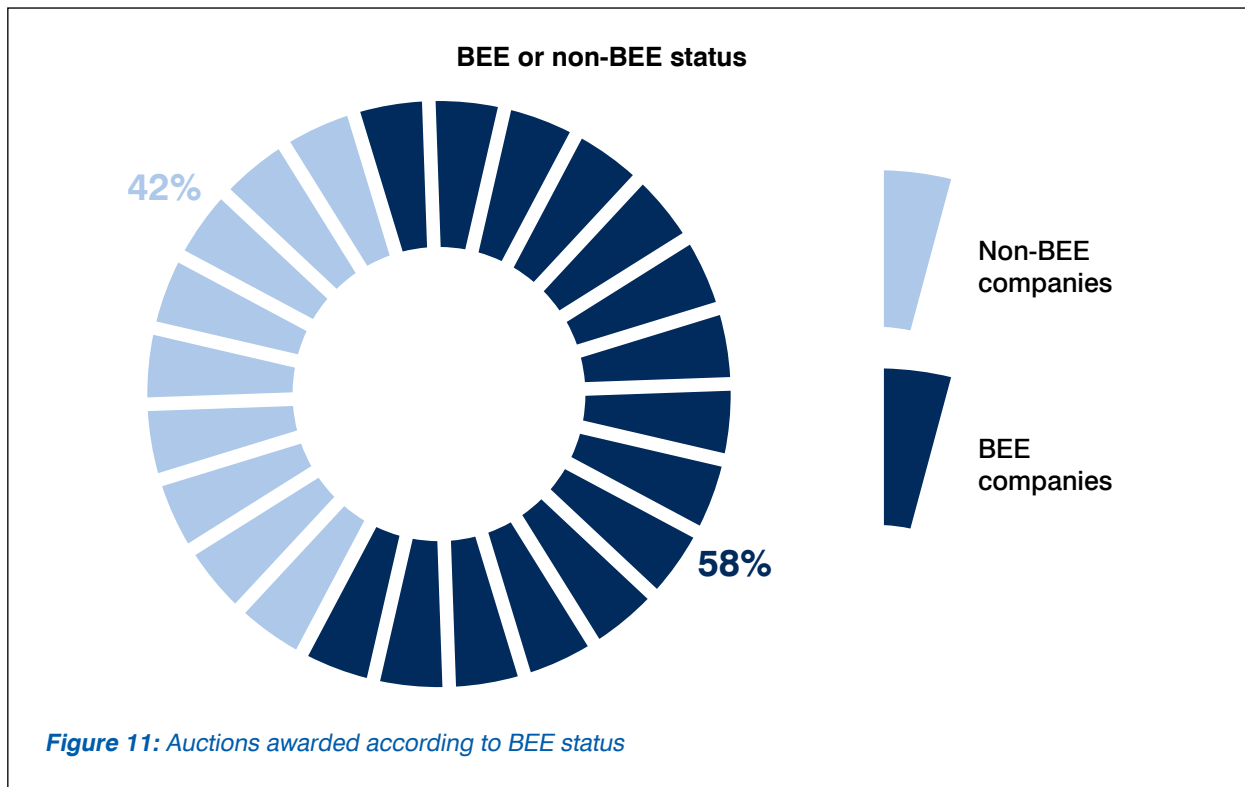
The COVID-19 pandemic has had a major global economic impact. However, as the pandemic emerged late in the financial year, with the South African government announcing the lockdown from 26 March 2020, the financial impact will only be experienced in the 2020/21 financial year.

## SUPPLY CHAIN MANAGEMENT

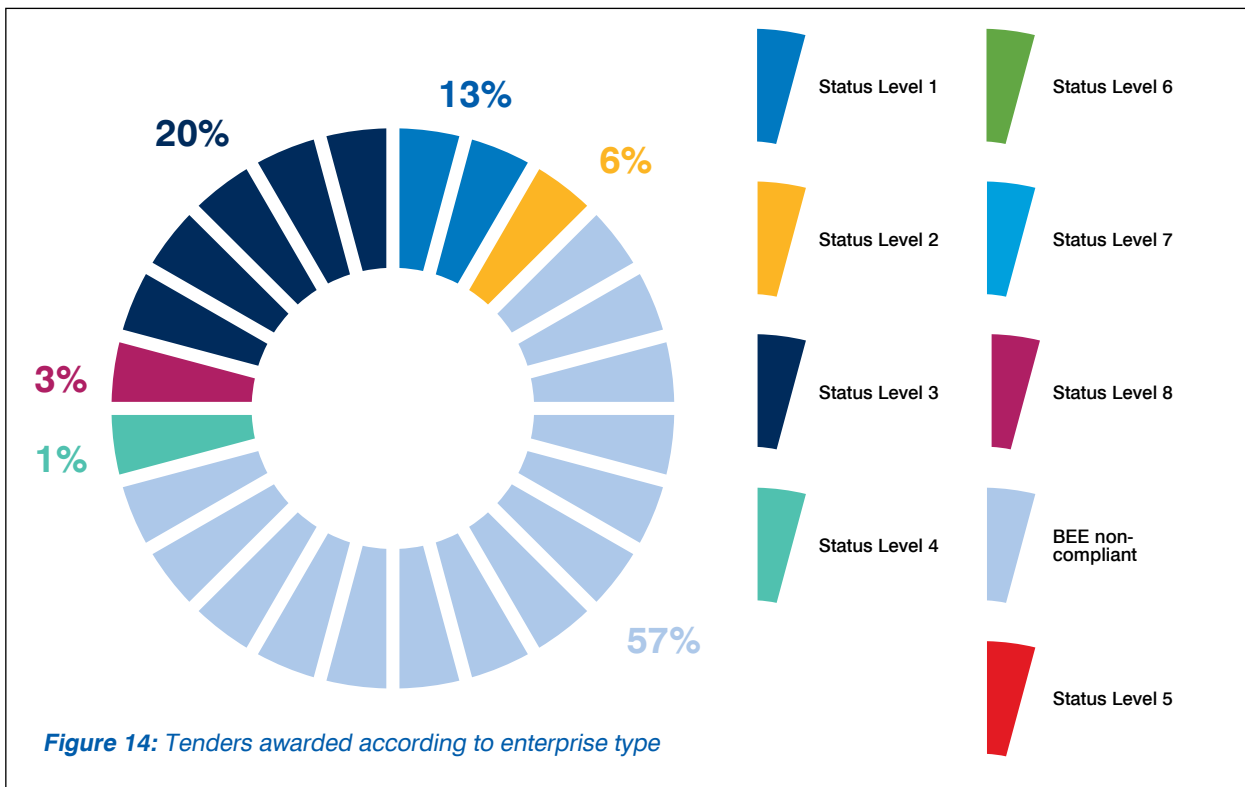
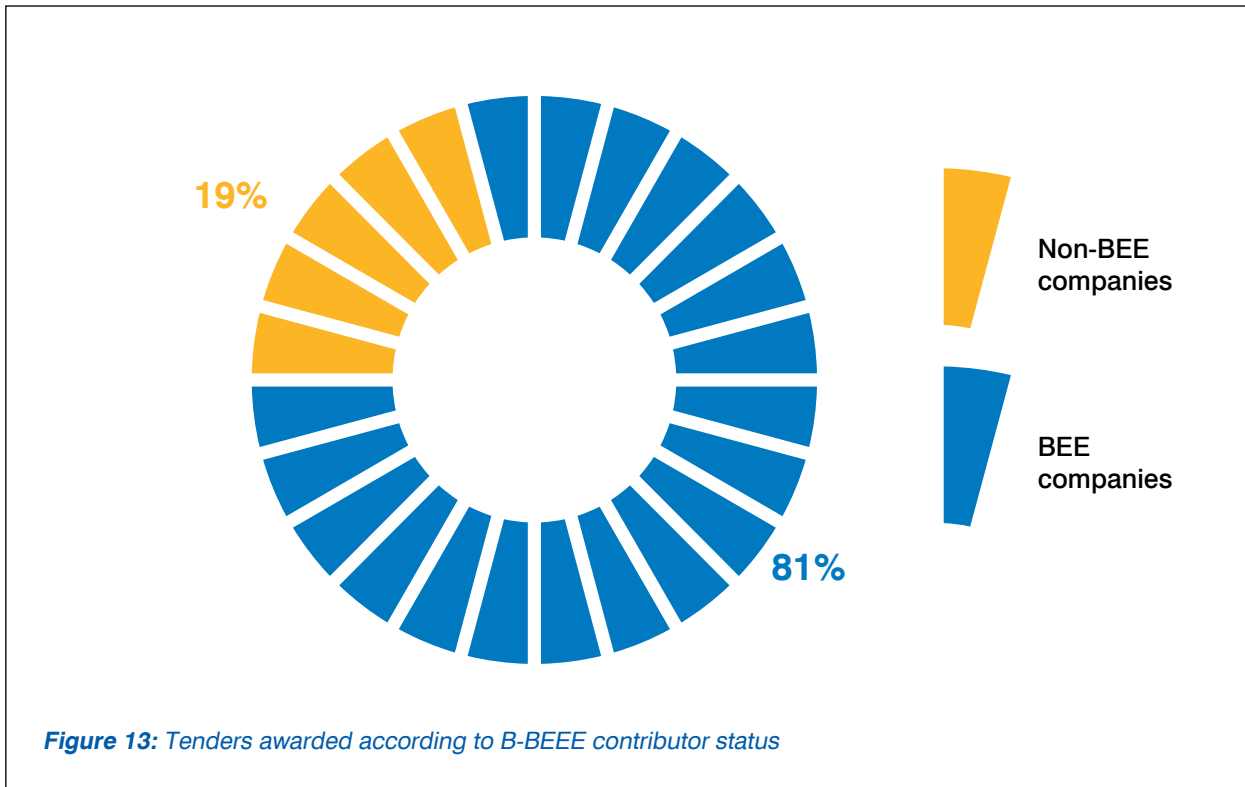
The Electoral Commission continues to strive to achieve compliance with the Public Finance Management Act and Treasury Regulations, as well as to enhance the efficiency and effectiveness of its supply chain management process. To achieve this aim, in the 2019/20 financial year, the following projects were undertaken:

- a) Various interactive sessions with stakeholders to identify challenges and opportunities to revamp and refresh the Supply Chain Management (SCM) Framework and operational requirements within the Electoral Commission.
- b) A review of procurement policy, standard operating procedures (SOPs) and the terms of reference (ToRs) of bid committees to ensure alignment with statutory SCM requirements. This included continuous adjustment, where necessary, of procurement systems and processes.
- c) Effective development, utilisation and operational management of electronic supply chain management systems (SAP, eProcurement and SCM system).
- d) Targeting of broad-based black economic empowerment (B-BBEE) and small, medium and micro enterprises (SMME) suppliers in order to strengthen and enlarge the Electoral Commission's supplier database as aligned with National Treasury's Central Supplier Database (CSD).
- e) Stringent and effective due diligence audits on companies under consideration for contracts, especially to ensure the validity of supplier claims in terms of the provisions of the Preferential Procurement Policy Framework Act, 2000 (PPPFA) and B-BBEE.
- f) Reporting, as required, to National Treasury in respect of procurement plans and quarterly reports, as well as specific reporting requirements on deviations and variations to contracts as may be applicable.
- g) Communication and skills development initiatives at the national, provincial and local offices for SCM functions.
- h) Alignment of the Electoral Commission's procurement systems and processes to the requirements of the Preferential Procurement Regulations, 2017 and general instructions and directives issued by National Treasury, as well as the integration of the Electoral Commission's systems with National Treasury's CSD.

In 2019/20 a total of 137 web-based electronic competitive bids (reverse auctions) were run on the Electoral Commission's eProcurement system, which resulted in contracts with an estimated value of R15.3 million being awarded. Of these, 58% of the contracts to the value of around R8.9 million were awarded to B-BBEE companies, as illustrated on the following page.



In 2019/20 a total of 16 competitive bids (tenders) were run, which resulted in contracts with an estimated value of R144.5 million being awarded. Of these, 81% of the contracts to the value of around R117.2 million were awarded to B-BBEE companies as illustrated on the following page.





## INFORMATION AND COMMUNICATION TECHNOLOGY

The 2019/20 financial year was a challenging year for the organisation from an ICT perspective. Despite undertaking the necessary planning in preceding years, challenges included the following:

- A higher focus and concentration on voters' addresses as a pivotal point in the process of improving the quality of the voters' roll.
- Late attempts to salvage the procurement of election management devices (EMDs).
- The need to complete Platform Upgrade, which aims to upgrade the entire operating system software to the latest version of Microsoft Windows 10, which affected all applications in the ICT environment.
- The support and delivery of NPE 2019.
- The expansion and rolling out of VPN capability to all staff at short notice due to the national lockdown from the end of March 2020.
- Attention to cybersecurity risks, which multiplied more than ever before.
- The establishment of the Party Funding branch and the concomitant development of supporting application systems.

The above imperatives did not stop the department from continuing to provide a top-quality, secure ICT service to the elections and addressing all ICT-related issues that arose. One notable example is that the Electoral Commission was relatively unaffected by the Ransomware attacks that saw a number of international companies and governments lose access to their data.

Despite operating within very tight funding constraints, the ICT department was once again able to remain within the reprioritised budget, and achieved all annual performance targets. The ICT department was able to quickly address and manage the risks highlighted during the annual system access audit, including independent systems and security audits by the external independent auditor, ensuring another successful year with limited and manageable administrative audit findings.

The ICT governance framework and governance structures, which are key to operations, were subjected to policy reviews and realignments. The Electoral Commission's ICT governance structure has been formalised, and risk management and governance challenges have been given the required attention. Since the inception of the Electoral Commission, the ICT department has planned each year by reviewing its strategic challenges against global IT challenges, while ensuring ICT alignment with strategic and business objectives. These objectives are reviewed each year.

Thorough elections planning and post-elections debriefing processes within the whole organisation form an integral part of this strategic planning.

At the start of 2019/20, the ICT department's biggest challenges were as follows:

- Support and delivery of NPE 2019
- Completing the technology upgrade programme
- Improving business continuity risk and cybersecurity
- Implementing the new ICT organogram by attracting a skilled and experienced workforce
- Executing the enterprise strategy
- Completing and deploying a mobile application for EMDs
- Improving the quality of the voters' roll

### Improving the quality of the voters' roll

Since the 2016 Mhlophe judgment, the quality of the voters' roll has been a major focus area of the Electoral Commission, which consumed many resources, time and effort. The ICT department has been central in enabling the Electoral Operations teams to systematically determine the quality of voters' data, including voters' addresses, through the development and use of geocoding tools.

Geographic information systems (GIS) contributed to cleaning and geocoding millions of voters' addresses, leading to a significant improvement of the voters' roll through the use of manual, automated, internally developed tools and externally sourced data from other state institutions, such as the South African Social Security Agency, Telkom, Eskom and the South African Post Office, which helped provide additional qualitative data. These institutions helped locate additional voters without addresses.

### The NPE 2019

The NPE 2019 was one of the most critical, intense programmes for the year. The ICT department played a central role throughout the planning and delivery of NPE 2019, right up to the announcement of the election results.

The ICT strategy delivered the following for NPE 2019:

- The clean-up, verification and generation of the voters' roll for certification
- Connection and technology enablement for all 10 Results Operations Centres (ROCs)
- The provision of information and network security for the elections
- Maintaining and supporting all elections support systems, such as NPE Results, the Logistics Information System (LIS), Electoral Staff System (ESS), Voting Station Monitoring (VSM) and Issue Tracker
- The provision of a dedicated and focused ICT system incidents response team, coordinated through the service desk, which was also integrated into the operations at the ROCs

- The sourcing and procurement of additional elections delivery capacity and capability through flexible instruments such as the following:
  - Short-term rental of workstations and firewalls
  - Cabling of the ROCs
  - Appointment of additional technical support personnel
  - Setting up and connecting approximately 43 results capturing sites
  - Adjusted network bandwidth capacity to provide for increased processing needs
  - External hosting of the elections website to mitigate short-term capacity challenges
- The rolling back of all equipment, including rented equipment, without any losses
- Participation in the debriefing processes and preparation of the elections report
- Reconciliation and closing of all activities and transactions related to the elections

It can ultimately be concluded, without any doubt, that the contribution of the ICT strategy to NPE 2019 was central and effective in enabling the Electoral Commission to deliver smooth, timely and efficient elections.

### Technology and platform upgrade programme

The multi-year operating software system upgrade project rolled over into this period from the previous financial year. At the start of the year, the project was paused to ensure the department's undivided attention to NPE 2019. The project was then resumed for completion towards the end of the financial year.

The platform upgrade project centred around the following:

- Migration of the core operating system from Microsoft Windows 7 to Windows 10.
- Upgrading the source code of all custom-developed software applications for compatibility to run on the new operating platform
- Patching and upgrading all off-the-shelf software packages to their latest versions, which run on Windows 10
- Upgrading all utility tools in the operating environment
- Upgrading and replacing computing hardware, among others, including servers, workstations, switches and printers

The project was finally completed and closed with a few changes and adjustments before the end of the financial year.

### Management of risks and business continuity planning

Pursuant to the outcomes of the March 2019 testing of the ICT Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP), the year started with a detailed review of the ICT risk environment and lessons learnt from the BCP and DRP test results. These results became central to the preparations for the elections, raised critical considerations

for the technology upgrade programme and informed the management of risk throughout the year.

The ICT department has an operational risk register, which was reviewed regularly and submitted quarterly to the Executive Risk Management Committee for executive consideration and possible inclusion in the organisation-wide strategic risk register.

Key operational risks were the following:

- Power interruptions and the failure of electricity supply due to load shedding
- Cybersecurity breaches
- COVID-19 and the resultant lockdowns
- Failure to provide the required computing hardware infrastructure
- External service provider failure
- Systems integrity

The commissioning of the external and independent results system audit and the data and network security audit were not just an assurance process, but also a risk mitigation process. The 2019/20 BCP/DRP test was successfully carried out between 6 and 15 March 2020, and the lessons learnt continue to contribute to service improvement and risk management processes. The reviews and lessons learnt will inform the plans going forward.

### Mobile applications for election management devices

Subsequent to NPE 2019, the process of procuring the EMDs was cancelled. Likewise, the associated mobile applications development was suspended pending a timing decision about when the procurement would be resumed and the envisaged utilisation plan. The decision to restart the procurement process came towards the end of the second quarter and the mobile application development project restarted in the fourth quarter.

The ICT department contributed to the achievement of annual strategic plans across the whole organisation, but – most importantly – achieved its own annual performance plans. Overall, it achieved and exceeded its target in terms of the Annual Performance Plan. The actual achievement is an annual average of 97.282% of the annual performance target. This translates into achieving 2 180.096 out of 2 241 hours for the year.

The minimum target required is 97%, which is equivalent to 2 173.77 hours.

The ICT department had to adjust its plans to accommodate and align with changes in business strategic outcomes at all levels: strategic, tactical and operational. Key among those were the establishment of the Party Funding branch and associated needs for enabling application systems, and the roll out of VPN connectivity to all staff in response to the COVID-19 lockdown and the need to work remotely from home.

## General highlights for the year

The ICT department 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:

- Stable applications to support and enable all business processes
- Closely integrated systems aimed at ensuring a seamless flow of information across the different systems
- A stable and secure ICT infrastructure, and a stable network at both wide area network (WAN) and local area network (LAN) levels and at the data centre
- A scalable network and background server capacity, with the required capability to support increased election activity and network traffic
- The management of risks, disaster recovery and business continuity processes
- Integrated online self-service facilities for citizen engagement through the internet using the Electoral Commission's websites, mobile applications, SMS and social media
- Ensuring that the Electoral Commission can take advantage of and fully utilise all available and relevant technologies in the ICT market
- Stable and effective open data platforms: providing an integrated technology-enabled platform for all stakeholders through the Application Programming Interface (API)

## General ICT activities

Subsequent to NPE 2019, a number of projects commenced in preparation for LGE 2021. In addition, a number of maintenance and business support processes are executed to effectively support all relevant business processes in the Electoral Commission.

## GIS and address capture support

On election day, voting station orientation maps are available to activate the zip-zip devices to record voter participation and direct voters to other voting stations should the need arise. A total of 68 772 A3-sized voting station orientation maps were produced for election day (one original and two copies for each of the voting districts).

By-election support was provided after NPE 2019 in respect of registration maps, bulk geocoding and the quality assurance of voters' roll addresses, verifying the correctness of registered voters, locating addresses in relation to the by-election ward, as well as the movement of voters in terms of section 12 of the Electoral Act. Results-capturing processes were also supported to ensure that capturing took place timeously.

## Online address capture system

The online address capturing system (click, check and confirm), which was developed for the website and mobile application platforms (launched in October 2017), has been used by more than 310 000 unique voters. Of these, 176 409 used the service between 1 January and 8 May 2019. The system uses enhanced online mapping, which includes comprehensive national addresses, recent high-resolution aerial photographs and street-view photographs to locate voters' addresses and ensure that voters are registered at the correct voting station, thereby improving the quality of the voters' roll. The facility includes an automated electronic version of the section 12 procedure, ensuring that voters are registered in the correct voting district. Section 12 refers to the provision in the Electoral Act that regulates the administrative justice procedure for updating voters' registration details.

## GIS and election results

The key highlight in GIS is a simple, but very informative and interactive composite one-stop visual communication of election results via a live dashboard. The results dashboard provided election results through dynamic graphic elements such as maps, tables, graphs and up-and-down indicators, comparing NPE 2019 with past general elections. In addition to being accessible to the general public as a web portal, the dashboard's versatility was extended to millions of South Africans by television networks as they beamed the IEC's results dashboard during live crossings.

## ICT and the results operation centres

The establishment of 10 ROCs across the country required the following IT operations activities:

- The distribution of 1 300 workstations to various results centres
- The distribution of 185 printers to various results centres
- The utilisation of 1 214 network cables of various types for provincial results centres, combined for connectivity purposes
- The utilisation of 704 network cables at the national results centre for connectivity and redundancy purposes (the cables varied from Cat6 to fibre)
- The utilisation of 48 Aruba switches at the provincial results centres (all switches were 24-port switches)
- The installation by Telkom of a metro internet data line for the provincial results centres (6 Mbps for all provincial results centres)
- The installation by Telkom of two 30 Mbps lines at the national results centre for connectivity and redundancy purposes
- The installation by Telkom of data lines for the South African Broadcasting Corporation (SABC) at the results centres to link the SABC's Head Office with the provincial results centres (50 Mbps for the provincial results centre and 400 Mbps for the national results centre)

- The installation of Diginet data lines for redundancy purposes (2 Mbps)
- The installation of a metro internet line at Gijima to divert call centre traffic
- The upgrading of the bandwidth at Municipal Electoral Office (MEO) sites to 1 mbps
- The installation of 43 capturing sites countrywide
- The hosting of the website at Telkom Internet Service Provider (ISP), which consisted of four virtual servers for APIs, eight virtual servers for the website, and 11 virtual servers for maps (the IEC provided two physical servers for databases)
- The securing of the website using a security infrastructure, which consisted of a remote Distributed Denial of Service (DDoS) and caching facility, on-site redundant firewalls, redundant web application firewalls and redundant load balancers (there were also two virtual active directory (AD) and domain name servers (DNS) and a virtual anti-virus server)
- The deployment of intrusion detection and management virtual servers
- The configuration of the internet line from the ISP at 300 Mbps and increasing the capacity to 500 Mbps
- The installation of a short-term leased CheckPoint firewall at the national results centre and a 10 Mbps line to the internet for Google APIs
- The deployment of two virtual servers for APIs, two virtual servers for web, two servers for maps and two servers for the database at the national ROC. The virtual machines were hosted on a cluster of three physical hosts. There were also two AD servers (one physical and one virtual) and a utilities server.
- The deployment of nine physical servers at the provincial ROCs that were used for AD and DNS
- The provision of ICT business systems, GIS and IT operations support at the various ROCs during the elections results period, between 8 and 11 May 2019
- The dissemination of information to all stakeholders nationally and internationally through a number of supported ICT platforms

The following are the outputs at a glance:

- Website pageviews
  - 6 817 517 NPE 2019 Results Dashboard
  - 725 413 Am I registered?
  - 167 043 Voting Station Finder
- SMS:
  - 179 131 SMS requests to 32810

- A total of 10 741 604 API requests
  - 107 633 from the IEC mobile application
  - 3 472 046 from Times Media
  - 214 154 from Mail and Guardian
  - 157 809 from Daily Maverick
  - 6 503 from political parties
  - 6 784 459 from other media houses

The following week, 12 to 19 May 2019, the average hits were still very high, as is evident from the statistics below:

- API requests – average of 75 915 per day
- Website page views – average of 95 134 per day

### Atlas of Results

Similar to previous elections, an Atlas of Results is being produced, containing different geographical representations of the election results.

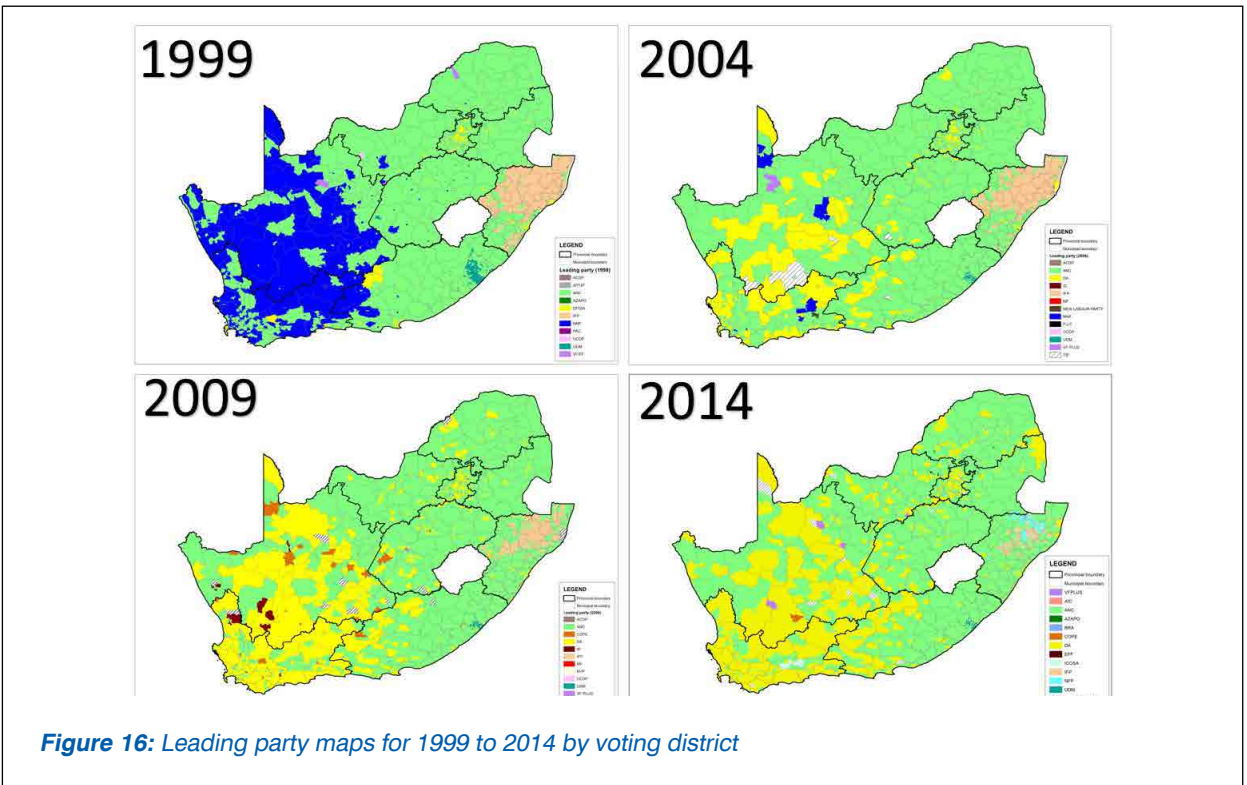
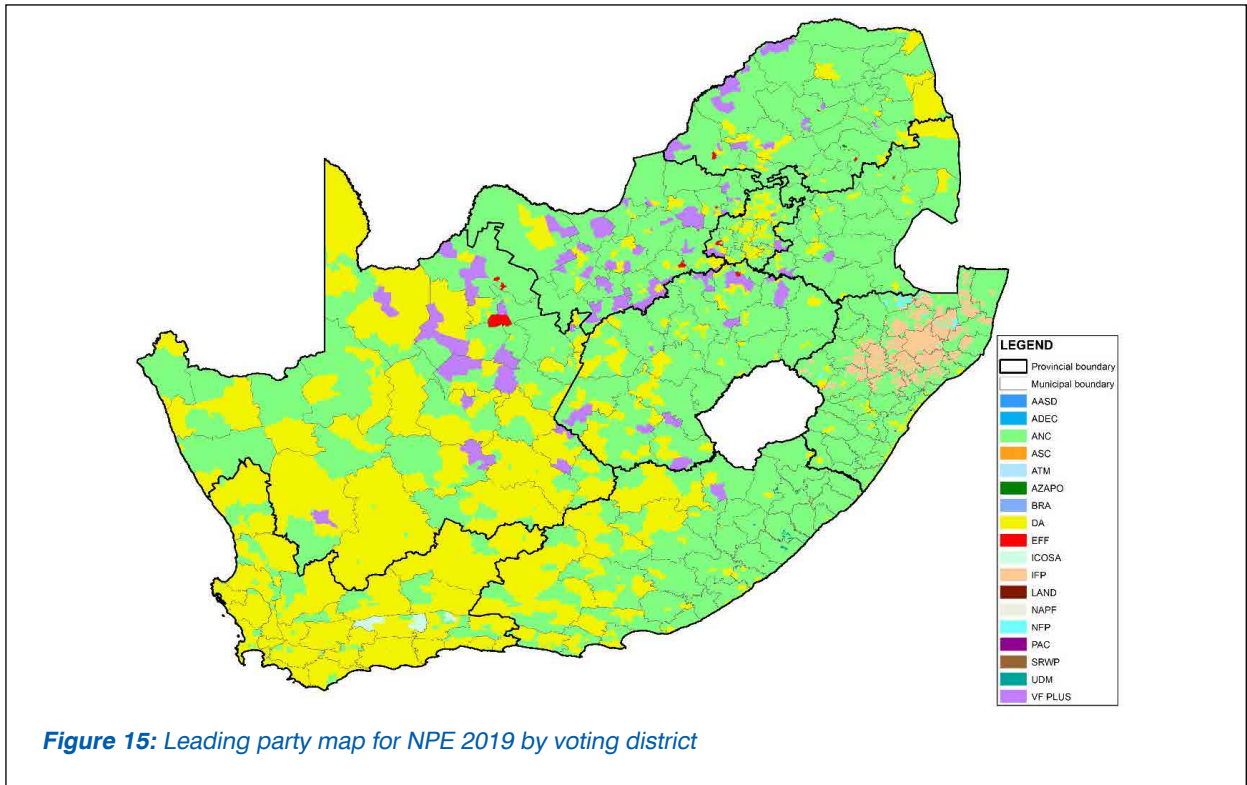
The Atlas of Results features themes such as voting district delimitation (e.g. the geography of new voting districts), voter registration (e.g. the total number of registrations by municipality), voters' roll (e.g. voters' roll age and gender analyses), political party results (e.g. leading party, party support, lead/lag analysis and party support variance) and voter participation (e.g. voter participation by age, gender and time).

The Atlas of Results is a unique publication in the electoral domain worldwide. It condenses masses of information and is the definitive publication used by political parties to analyse their electoral performance (i.e. challenges and opportunities across the country) and future electoral strategy. It provides different stakeholders with trend analysis and is an authoritative source for political analysts, political scientists and postgraduate students.

Below is the leading party map for NPE 2019, followed by a map containing the same information for the previous election years (1999, 2004, 2009 and 2014). The changes in the political landscape can be seen clearly.

### Projects

In addition to the activities listed above, the following table summarises some project highlights for the year under review:



Project name	System/project description	Enhancements
1 Platform Review and Upgrade	<p>In order to upgrade the ICT environment to newer operating systems, database management systems and browsers (Windows 10, SQL 2016 and Edge/IE).</p> <p>All systems and services have to be reviewed and upgraded for compatibility.</p> <p>Hardware refresh and upgrades are included.</p>	<p>Review, test and change (where applicable) all custom-built systems to ensure compatibility to the new platform. Minor enhancements were also included.</p> <p>Off-the-shelf products were verified with the various suppliers.</p> <p>The project commenced and was completed successfully.</p> <p>Datacentre and IT operations productivity tools and core systems were upgraded.</p> <p>Hardware upgrade is included</p>
2 Party Funding System	<p>This system is designed to track and manage donor funding to political parties in terms of the new Act.</p>	<p>The application system enables parties and donors to report donations and for the Electoral Commission to track and verify donations. The system has a public-facing portion, as well as an internal system for administration.</p>
3 IEC Mobile Application	<p>The application provides registration, address and results information to voters.</p>	<p>The application was enhanced to include special vote applications and by-election information and results.</p>
4 Election Management Device	<p>The EMD is intended to replace the zip-zip devices and will feature real-time capabilities for voter registration, voter participation, ballot paper tracking, staff attendance, voters' roll verification, etc.</p>	<p>The project to build these applications is intended for use in both online and offline modes at the various voting stations.</p>
5 Voter Registration System (VRS) redesign	<p>The VRS deals with enhancements to all aspects of voter registration and the recording of addresses.</p>	<p>The system needed to be redesigned as a result of the focus on addresses and the variety of address sources received. The VRS will also be enhanced to assist with the section 12 procedures used during by-elections, which are currently being done manually. GIS capabilities will be built into the VRS to ensure the smooth transition of data. The project has commenced.</p>
6 Website Refresh	<p>The Electoral Commission's website is a valuable tool in the dissemination of information to all stakeholders.</p>	<p>The website required a refresh to take into account new design principles and to enable its many users to find information easily. A number of external-facing systems such as click, check and confirm, online candidate information and party funding are included. Security factors like encryptions are also included.</p>
7 Outreach Management System (OMS)	<p>The OMS sets and tracks targets for a variety of outreach activities in the provinces and municipal offices.</p>	<p>A number of enhancements were identified regarding responses to audit queries. The project has commenced.</p>
8 SCM Procurement Plan Phase II	<p>The procurement plan system, which was built in-house, tracks the procurement items to be reported to National Treasury.</p>	<p>After the rewrite in the previous year, a number of enhancements were identified, and a new project commenced.</p>
9 Delivery of NPE 2019	<p>The infrastructure that delivered NPE 2019 was built and supported.</p>	<p>Extended capacity was provided for increased operational needs and elections systems and services.</p>

Project name		System/project description	Enhancements
10	ICT BCP/DRP Test	A disaster recovery test	The annual disaster recovery test was performed successfully.
11	By-elections support	Providing continuous support for by-elections' preparatory and delivery processes.	By-elections process have become intense, covering issues such as voters' roll data analysis, geocoding, address cleaning, and the verification, generation and certification of the voters' roll.
12	Remote connection during lockdown	The establishment of a security environment to enable employees to work from home	A VPN environment was set up to enable employees (both election staff and support staff) to work from home.
13	Call centre support	The support and enablement of call centre processes	Network connectivity, systems and infrastructure were provided to enable operations at the Election Call Centre and to continue to provide operational support.

### General ICT maintenance activities for business systems and ICT operations

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

- By-elections support, which includes supporting pre-by-elections voter registration activities, address capture support and investigations, and generating ballot papers and certified voters' rolls for by-elections. On by-election day, support is provided for the capturing of results and scanning of results slips. The support is concluded with the generation of payment files and reimbursements.
- 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.
- Performing SAP stack maintenance and SAP GRC support pack upgrades.
- 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 uninterrupted power supplies (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 malicious code and virus propagation, operating system vulnerabilities and exploits, user activity monitoring, network analysis and monitoring, and daily audit and operational tasks.
- 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 for all business-critical systems.
- Monthly maintenance weekends where patches and updates are deployed and systems refreshed.

## 3.2 Programme 2: Electoral Operations

Programme 2 supports the achievement of Strategic Outcome-oriented Goal 2. Electoral Operations Management provides the strategic management for Programme 2.

The Electoral Matters department facilitates the participation of voters in regular free and fair elections, using sustainable systems, people and processes. Activities include the delimitation of voting district boundaries, the compilation and maintenance of the national voters' roll, and the planning and coordination of activities during registration weekends, on voting day and on special voting days, as well as for home visits. The counting of votes, collation of results and seat calculations are the eventual activities of the department.

The Logistics and Infrastructure department provides logistics, warehousing and distribution services, plus infrastructure, including voting stations and municipal electoral offices, and ensures the provisioning of electoral materials and equipment as specified in the Bill of Materials (BOM) for electoral projects.

The Political Liaison department facilitates the participation of parties in regular free and fair elections.

The Electoral Capacity-building department 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.

### Strategic objectives

<b>Strategic Objective 2.1</b>	Manage free and fair elections in accordance with the applicable electoral timetables to ensure the efficient and credible execution of the mandate of the Electoral Commission.
<b>Strategic Objective 2.2</b>	Maintain an accurate national common voters' roll to ensure the credibility of elections.
<b>Strategic Objective 2.3</b>	Ensure efficient election delivery by the timely establishment of accessible and suitable voting facilities and processes and by applying infrastructure and logistical resources to meet operational demands for main electoral events.
<b>Strategic Objective 2.4</b>	Provide consultative and cooperative liaison platforms between the Electoral Commission and political parties to facilitate free and fair elections.
<b>Strategic Objective 2.5</b>	Strive for excellence at voting station level to enhance the integrity of elections and to enable the Electoral Commission to deliver on its mandate.



**Strategic objectives, key performance indicators, planned targets and actual achievements**

Programme 2: Electoral Operations							
Strategic objective	Reference	Performance indicator	Actual achievement 2018/19	Planned target 2019/20	Actual achievement 2019/20	Deviation from planned target to actual achievement for 2019/20	Comment on deviations
<p><b>2.1 Manage free and fair elections in accordance with the applicable electoral timetables to ensure the efficient and credible execution of the mandate of the Electoral Commission.</b></p>	2.1.1	Average number of calendar days in which elections are conducted from date of vacancy or end of term of office in each year covered by this plan. The date of the vacancy is the date on the letter of the municipal manager informing the Electoral Commission of the vacancy (unless the matter is still active in the court)	82 days for by-elections	Within 90 days for NPE 2019 and by-elections	81 days for by-elections; and 2 days for NPE 2019	Target achieved in less than the targeted number of days	Target achieved.
	2.1.2	Average number of calendar days in which to replace PR seat vacancies in each year covered by this plan. The date of the vacancy is the date on which the Electoral Commission receives an up-to-date notification (unless the matter is still active in the court).	Within 16 days	Within 35 days	Within 23 days	Target achieved in less than the targeted number of days	Target achieved.
	2.1.3	Number of calendar days in which the election results for each election are announced by the Electoral Commission in each year covered by this plan.	99 by-elections within one day, and one by-election within five days	NPE 2019 and by-elections within seven days	Seven days for NPE 2019 and one day for all by-elections	Target achieved in less than the targeted number of days	Target achieved.
	2.1.4	Number of elections set aside in each year covered by this plan	Two	None	None	-	Target achieved.

Programme 2: Electoral Operations						
Strategic objective	Reference	Performance indicator	Actual achievement 2018/19	Planned target 2019/20	Actual achievement 2019/20	Deviation from planned target to actual achievement for 2019/20
<b>2.2 Maintain an accurate national common voters' roll to ensure the credibility of elections.</b>	2.2.1	Number of registered voters as at 31 March each year.	26 749 557	26 800 000	26 614 275	(185 725)
	2.2.2	The number of registered voters who appeared on the voters' roll for whom the Electoral Commission does not have a recorded address as at 31 March of each year covered by this plan.	N/A	1 300 000	2 925 043	35 973 more addresses than targeted was achieved
<b>2.3 Ensure efficient election delivery by the timely establishment of accessible and suitable voting facilities and processes and by applying infrastructure and logistical resources to meet operation demands for main electoral events.</b>	2.3.1	Number of contracted voting stations in place on main registration weekends or general election days in the years where applicable	22 617	23 000	22 924	76
						<p>Target not achieved: Although the target was not achieved, a more efficient procedure to occasion convenience on the part of the voter was emphasised in the reporting period (the voting centre concept that inherently mitigates against the establishment of new voting districts where this is not desirable or warranted). In this context, 28 756 voting streams were implemented. This is 5 832 more points of service than the target.</p>

Target not achieved by 185 725 registered voters. The variance can be attributed to the fact that there was no general registration event in the period under review. Additionally, the organisational focus has been on the maintenance of the voters' roll (improving address accuracy).

Target not achieved.

An additional analysis of 1 681 460 potentially incomplete addresses is ongoing to determine possible complete addresses.

Target not achieved: Although the target was not achieved, a more efficient procedure to occasion convenience on the part of the voter was emphasised in the reporting period (the voting centre concept that inherently mitigates against the establishment of new voting districts where this is not desirable or warranted). In this context, 28 756 voting streams were implemented. This is 5 832 more points of service than the target.

Programme 2: Electoral Operations							
Strategic objective	Reference	Performance indicator	Actual achievement 2018/19	Planned target 2019/20	Actual achievement 2019/20	Deviation from planned target to actual achievement for 2019/20	Comment on deviations
<b>2.3 Ensure efficient election delivery by the timely establishment of accessible and suitable voting facilities and processes and by applying infrastructure and logistical resources to meet operation demands for main electoral events.</b>	2.3.2	Timely sourced electoral materials in accordance with the approved materials requirement plan (MRP) and bill of material (BOM), delivered to voting stations, for each main electoral event (i.e. NPE and LGE).	100% of voting stations achieved	100% of 23 000 voting stations achieved	100% of 22 294 of voting stations achieved	–	<b>Target achieved.</b>
<b>2.4 Provide consultative and cooperative liaison platforms between the Electoral Commission and political parties to facilitate free and fair elections.</b>	2.4.1	Number of liaison sessions held with members of party liaison committees (PLCs), meetings at national (one), provincial (nine) and municipal (213) levels per annum.	2 084 liaison sessions	1 338 liaison sessions	1 484 liaison sessions	Target exceeded by 146 liaison sessions	<b>Target achieved.</b>
<b>2.5 Strive for excellence at voting station level to enhance the integrity of elections and to enable the Electoral Commission to deliver on its mandate.</b>	2.5.1	Number of electoral staff recruited and trained per annum.	N/A	208 000	198 702	9 298	Target not achieved: Not all positions provided for were utilised owing to revision following a needs analysis at local level. This was informed by a need to occasion savings due to prevailing budget constraints.

## ELECTORAL MATTERS

### Voting district delimitation

The Electoral Commission is required to compile and maintain a common national voters' roll. To this end, the Electoral Commission delimits voting districts. This entails the creation of manageable geographic entities to enable the registration of voters and facilitate planning for and the administration of electoral processes. A voter is required to register to vote in the voting district in which he or she is ordinarily resident (the place to which the person returns after a period of temporary absence). Each voting district is serviced by one voting station. Consequently, a registered voter will only find his or her name on the voting district segment of the voters' roll at which he or she applied to register to vote.

Delimitation of voting districts is undertaken to do the following:

- Ensure that voters have reasonable access to voting stations in that they do not have to travel long distances to access a voting station and are not required to wait at their voting station for unreasonable periods of time to vote
- Ensure that voters do not vote more than once in an election
- Assist the Electoral Commission with elections staff and material planning

The number of voting districts (and hence voting stations) has increased by 56% since the 1999 elections, from 14 650 voting districts in 1999 to 22 924 voting districts as at 31 March 2020. Provinces with the greatest increase in voting districts over this period include the predominantly rural provinces of Northern Cape, Mpumalanga, Eastern Cape and Limpopo. The number of voting districts in provinces with large urban concentrations of registered voters, such as Gauteng and the Western Cape, increased at a more moderate rate. In areas of high densities and where it may not be feasible or desirable to establish new voting districts, the Commission has increasingly implemented voting centres to improve efficiencies and to occasion convenience for voters. A voting centre entails managing a segment of the voters' roll for a voting district with a high number of registered voters as though it were multiple voting stations, hence voting centres house multiple substations. This is achieved by purposefully breaking the voters' roll segment into multiple enforced streams of voters to increase the speed at which voters go through the voting process.

During the period under review, the number of voting districts remained unchanged as the network of voting districts was settled ahead of and in preparation for the national and provincial elections that were conducted in May 2019.

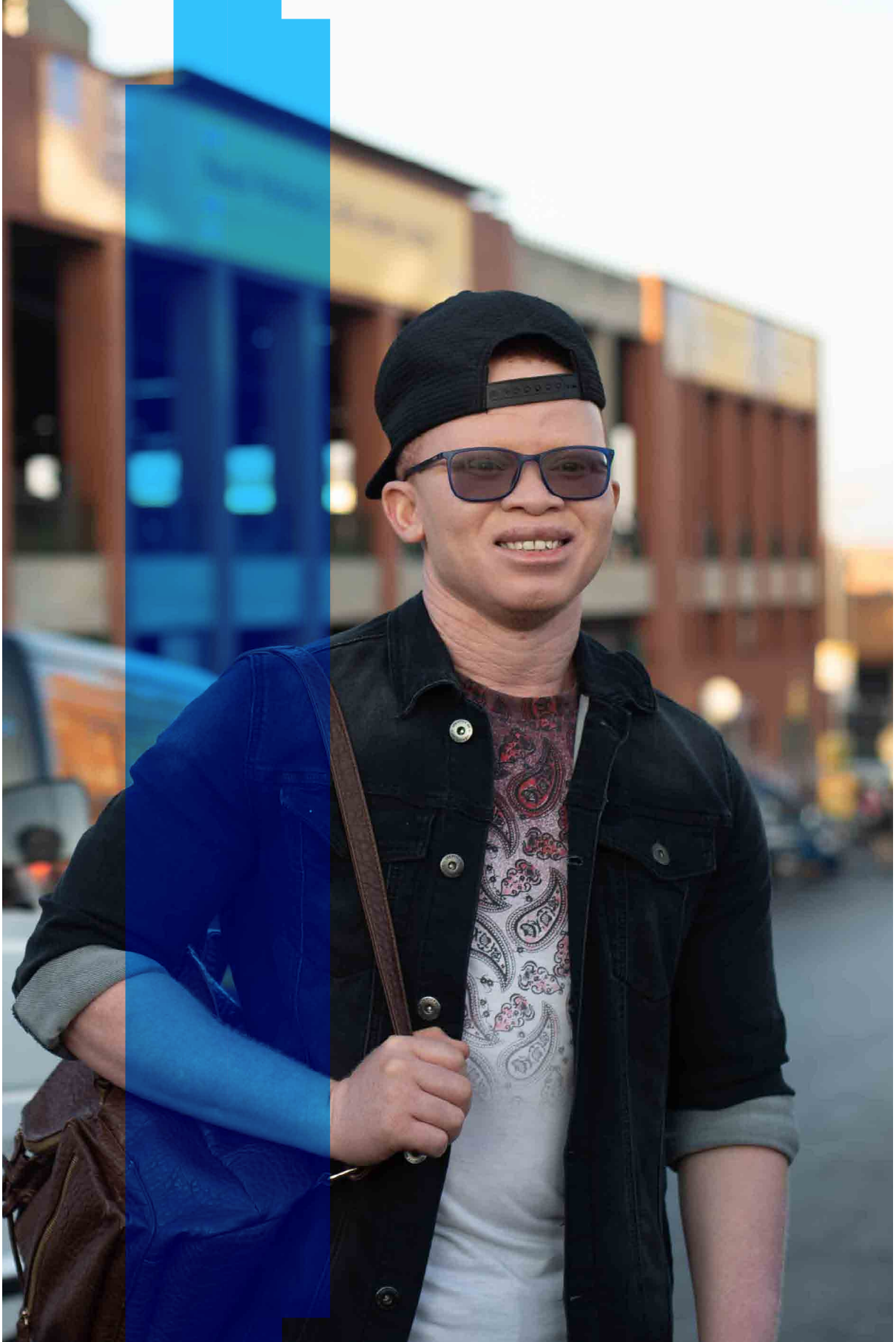
**Table 1: Number of voting districts on 1 April 2019 compared to 31 March 2020**

Province	Voting districts: 1 April 2019	Voting districts: 31 March 2020
Eastern Cape	4 791	4 791
Free State	1 529	1 529
Gauteng	2 771	2 771
KwaZulu-Natal	4 885	4 885
Limpopo	3 157	3 157
Mpumalanga	1 772	1 772
North West	1 733	1 733
Northern Cape	707	707
Western Cape	1 579	1 579
<b>Total</b>	<b>22 924</b>	<b>22 924</b>

### Voters' roll and registration statistics

A voters' roll is the cornerstone for free and fair elections. The Electoral Commission is enjoined to compile and maintain a national common voters' roll through a process of registering eligible persons. This is so because the right to vote includes the responsibility on the part of citizens to register as voters.

At the commencement of the reporting period on 1 April 2019, there were 26 744 263 voters on the voters' roll. At the end of the reporting period, on 31 March 2020, the voters' roll reflected 26 614 275 voters, which is 129 988 less voters or a decline of 0.48%. Table 2 illustrates that, in between elections and in periods where there are no general voter registration drives (registration at voting stations), the voters' roll experiences a decline owing mostly to mortality.



## NPE 2019 VOTING STATION DISTRIBUTION

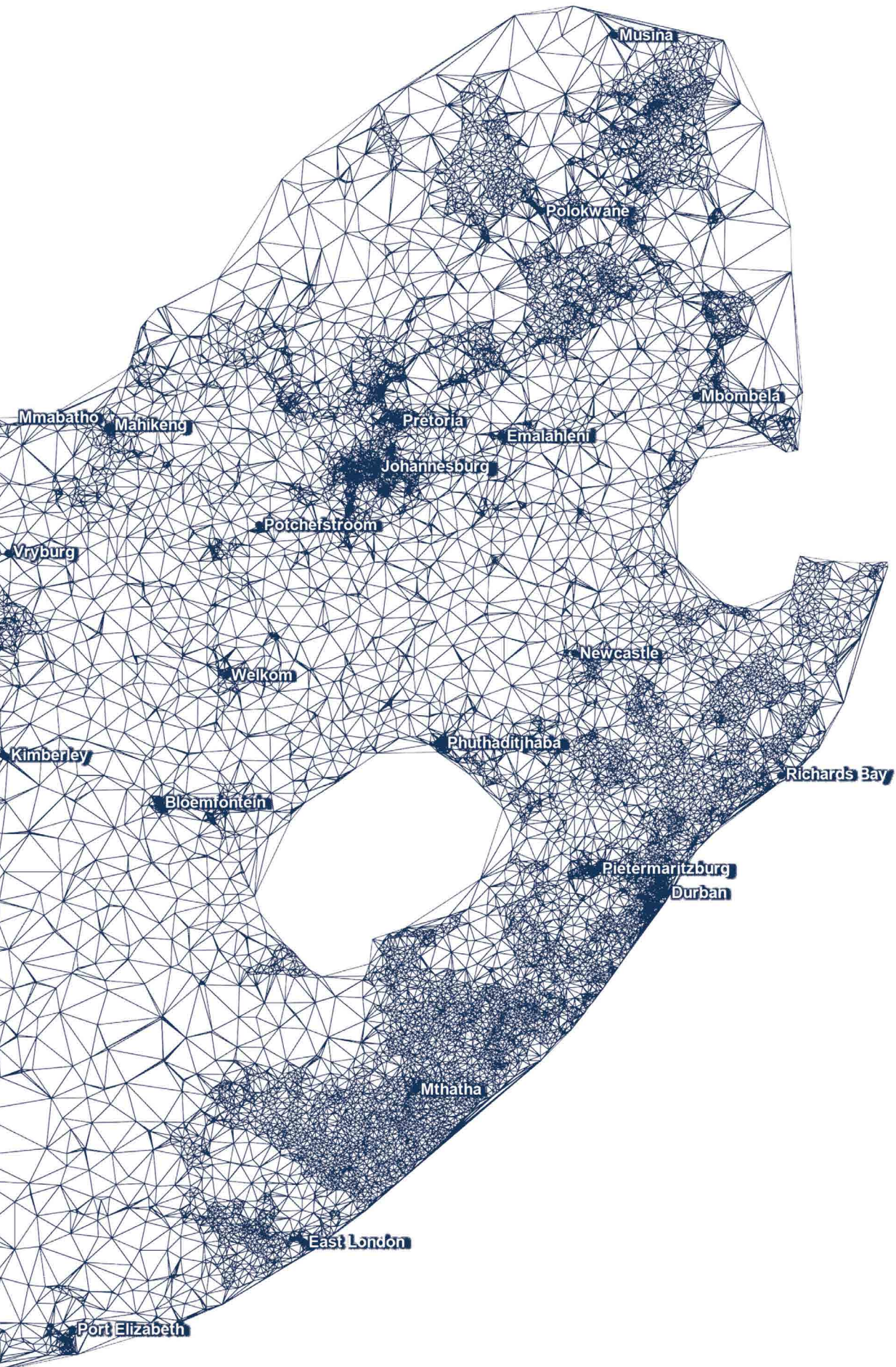
This voting station density pattern was built using a GIS technique called Thiessen polygons.

It depicts the spatial distribution of all 22 924 voting stations in their voting districts, and closely parallels that of South Africa's human settlement patterns.

A high density of voting stations may indicate higher voter registration activity, or areas in which difficult terrain necessitates more voting stations to ensure ready access to voters.

Ahead of the 2019 elections, there was a moderate increase in the number of new voting districts, with an emphasis on the creation of voting centres rather than new voting districts.





**Table 2: Changes to the voters' roll: April 2019 to March 2020**

Province	April 2019	March 2020	Reduction	Percentage change
Eastern Cape	3 363 161	3 344 317	18 844	-0,56%
Free State	1 462 508	1 457 001	5 507	-0,38%
Gauteng	6 381 220	6 330 334	50 886	-0,80%
KwaZulu-Natal	5 524 666	5 513 742	10 924	-0,20%
Limpopo	2 608 460	2 582 593	25 867	-0,99%
Mpumalanga	1 951 776	1 935 084	16 692	-0,86%
North West	1 702 728	1 698 202	4 526	-0,27%
Northern Cape	626 471	626 020	451	-0,07%
Western Cape	3 128 567	3 126 982	1 585	-0,05%
<b>Total</b>	<b>26 749 557</b>	<b>26 614 275</b>	<b>135 282</b>	<b>-0,51%</b>

The pattern of there being more females than males registered on the voters' roll is well entrenched. Some 55% of all voters or 14 664 338 of the 26 614 275 registered voters are female. The table below gives a breakdown of the registered voters by province and by gender.

**Table 3: Registered voters by gender as at the end of March 2020**

Province	Gender		Total
	Female	Male	
Eastern Cape	1 907 265	1 437 052	3 344 317
Free State	804 580	652 421	1 457 001
Gauteng	3 297 193	3 033 141	6 330 334
KwaZulu-Natal	3 111 683	2 402 059	5 513 742
Limpopo	1 532 148	1 050 445	2 582 593
Mpumalanga	1 061 683	873 401	1 935 084
North West	896 720	801 482	1 698 202
Northern Cape	335 975	290 045	626 020
Western Cape	1 717 091	1 409 891	3 126 982
<b>Total</b>	<b>14 664 338</b>	<b>11 949 937</b>	<b>26 614 275</b>

The trend of older voters constituting the biggest proportion of voters on the voters' roll persists, even with South Africa increasingly being a youthful country. Voters who are 40 years and older constitute 56% of all registered voters. The age cohort 30–39 years enjoys the greatest representation on the voters' roll. The Electoral Commission is resolved to persist with strategies targeted at the youth with a view to further invert the under-representation of persons in the age bands 18–29 years.



**Table 4: Registered voters by age and gender as at the end of March 2020**

Age bands	Gender		Total
	Female	Male	
<b>18–19</b>	103 130	81 849	184 979
<b>20–29</b>	2 657 791	2 235 895	4 893 686
<b>30–39</b>	3 560 704	3 142 800	6 703 504
<b>40–49</b>	2 917 227	2 632 064	5 549 291
<b>50–59</b>	2 399 717	1 911 681	4 311 398
<b>60–69</b>	1 621 928	1 202 079	2 824 007
<b>70–79</b>	877 861	535 422	1 413 283
<b>80+</b>	525 980	208 147	734 127
<b>Total</b>	14 664 338	11 949 937	26 614 275
<b>Total</b>	<b>14 664 338</b>	<b>11 949 937</b>	<b>26 614 275</b>

### Addresses on the voters' roll

Following the decision of the Constitutional Court in both Kham and Mhlophe, an address on the voters' roll has almost been elevated to a condition precedent to free and fair elections. In those orders, the court determined that a voter's address on the voters' roll serves two functional purposes. The first is to enable contestants to canvass voters, and the second is to ensure that only voters entitled to participate in an election within a geographic boundary do so and those not entitled to participate are not allowed to do so.

At the time the court made its order in 2016, only 35% of the voters who appeared on the voters' roll had addresses, with 65% or 16.2 million voters appearing on the voters' roll with an incomplete address or no address at all. By the end of the reporting period, a quantum leap was registered in that 25 350 248 of the 26 614 275 voters on the voters' roll had an address. This translates into 95% of voters with some form of address on the voters' roll. The big task ahead for the Electoral Commission is to ensure that there is a nexus between the address of the voter and the ward in which they are registered to vote.

In this regard, the Electoral Commission is implementing various measures to improve the addresses of voters in relation to the ward of representation. Key among these measures is the online platform colloquially referred to as "click, check and confirm". This platform is accessible on both the official website and on a mobile application. It allows registered voters to capture and update their address details for inclusion on the voters' roll. The Electoral Commission has also been using the platform to test the online registration of new voters. This has found favour with both young and old, and has enabled the Electoral Commission to not only collect address details, but also to confirm the location of such addresses. In the period under review, 95 522 voters used the facility to update their address details and to apply for registration as first-time voters.

The table below illustrates the number of voters without addresses by province. The highest instances of voters without addresses are most pronounced in the two provinces with the highest number of registered voters: Gauteng and KwaZulu-Natal.

**Table 5: Address situation per province as at the end of March 2020**

Sum of voters			
Province	Total with addresses	Total without addresses	Grand total
Eastern Cape	3 192 705	151 612	3 344 317
Free State	1 360 934	96 067	1 457 001
Gauteng	5 909 728	420 606	6 330 334
KwaZulu-Natal	5 307 807	205 935	5 513 742
Limpopo	2 477 189	105 404	2 582 593
Mpumalanga	1 802 927	132 157	1 935 084
North West	1 618 238	79 964	1 698 202
Northern Cape	603 669	22 351	626 020
Western Cape	3 077 051	49 931	3 126 982
<b>Total</b>	<b>25 350 248</b>	<b>1 264 027</b>	<b>26 614 275</b>

### Liaison with political parties

Political parties are an indispensable component of a vibrant democracy. In recognition of this fact, the Electoral Commission maintains party liaison committees with represented political parties at national, provincial and municipal level to facilitate free and fair elections. The PLCs are a platform for consultation and cooperation between the Electoral Commission and the represented political parties. A total of 1 484 PLC meetings were held in the period under review. This translated into 146 more meetings than were planned. The performance was a reflection of the increased activity in the build-up to the national and provincial elections that took place in the first quarter of the financial year, as well as the post-election debriefing sessions that were held in the second quarter of the financial year. The table below provides a breakdown of the various PLC meetings.

**Table 6: Breakdown of Party Liaison Committee meetings as at the end of March 2020**

Province	National	Provincial	Municipal	Total
Eastern Cape		8	235	243
Free State		5	135	140
Gauteng		5	54	59
KwaZulu-Natal		8	288	296
Limpopo		9	161	170
Mpumalanga		5	111	116
North West		6	121	127
Northern Cape		5	169	174
Western Cape		9	134	143
National Office	16			16
<b>Total</b>	<b>16</b>	<b>60</b>	<b>1 408</b>	<b>1 484</b>

### Registration of political parties

The electoral scheme requires a political party to be registered before it can contest elections. The Electoral Commission is the registrar of parties, and for this reason, maintains a register of all registered political parties. For the period under review, the register reflects 460 political parties with 22 having been registered at some point during the period. A party may be registered at two levels. National registration entitles a party to contest all elections throughout

the Republic. In this regard, 320 of the total of 460 parties are registered nationally. The second sphere of registration is at the municipal level. This entitles a party to contest elections in the municipalities for which it is registered. There are 140 political parties that are registered to contest elections at municipal level only.

Of the total of 460 registered political parties, 100 enjoy representation in some form in one or a combination of the three legislative bodies (National Assembly, Provincial Legislature and Municipal Council). Each successive election has seen a growth in the number of parties contesting national and provincial elections, culminating in a record 78 parties contesting NPE 2019, of which 48 appeared on the national ballot (up from 36 in 2014). The number of candidates has also risen dramatically, doubling between 1999 and 2019. While still not equitable, the data on the gender representivity of candidates illustrates an upward trajectory in the number of females standing as candidates.

**Table 7: A comparison of the gender of candidates**

Election	Female candidates	Male candidates	Total candidates	Percentage of female candidates
<b>NPE 1999</b>	1 911	5 229	7 140	26.76%
<b>NPE 2004</b>	2 489	5 633	8 122	30.65%
<b>NPE 2009</b>	3 509	5 608	9 117	38.49%
<b>NPE 2014</b>	3 478	5 173	8 651	40.20%
<b>NPE 2019</b>	6 527	8 409	14 936	43.70%

### Proportional representation replacements

The Local Government Municipal Structures Act prescribes that a councillor elected on a PR basis from a party list onto a local council and who ceases to hold office must be replaced from that party's reserve list of candidates. The CEO must declare, in writing, the person at the top of the party's list of candidates as elected. A party may amend its candidate list within 21 days of the vacancy occurring. The person at the top of the candidate list must be declared elected within 14 days after the expiration of the 21 days.

A total of 500 PR replacements were processed between 1 April 2019 and 31 March 2020. The table below presents the monthly breakdown of PR councillor replacements per province.

**Table 8: Breakdown of PR replacements per month per province**

Period	Eastern Cape	Free State	Gauteng	KwaZulu-Natal	Limpopo	Mpumalanga	Northern Cape	North West	Western Cape	Total
<b>April 2019</b>	10	2	1	3	5	0	3	0	2	26
<b>May 2019</b>	9	2	17	10	4	7	2	5	4	60
<b>June 2019</b>	18	9	8	5	11	4	17	6	10	88
<b>July 2019</b>	13	4	17	12	11	0	2	7	14	80
<b>August 2019</b>	2	0	3	17	7	0	7	1	3	40
<b>September 2019</b>	3	1	0	11	4	2	0	0	1	22
<b>October 2019</b>	7	4	0	3	7	1	1	1	2	26
<b>November 2019</b>	5	8	2	4	1	0	4	11	5	40
<b>December 2019</b>	2	2	1	7	1	1	2	1	4	21
<b>January 2020</b>	0	0	5	2	0	1	3	4	2	17
<b>February 2020</b>	7	1	5	11	4	2	1	5	2	38
<b>March 2020</b>	13	2	3	3	1	9	4	2	5	42
<b>Total</b>	89	35	62	88	56	27	46	43	54	500

A total of 500 PR councillor replacements were processed during the period covered by this report. The figure represents a significant increase when compared to the previous two reporting periods. Eastern Cape and KwaZulu-Natal account for just over a third of the total replaced councillors. The table below compares the number of PR councillors replaced since 2018.

**Table 9: Comparison of PR councillor replacement per province since 2018**

Province	March 2018	March 2019	March 2020
Eastern Cape	31	49	90
Free State	14	22	33
Gauteng	33	29	59
KwaZulu-Natal	25	56	87
Limpopo	18	12	59
Mpumalanga	41	30	28
North West	29	28	48
Northern Cape	9	29	44
Western Cape	16	48	52
<b>Total</b>	<b>216</b>	<b>303</b>	<b>500</b>

## Voting

### Special voting

Inclusivity is one of the hallmarks of truly democratic elections. In pursuit of this, the electoral scheme makes provision for special votes to accommodate voters who, but for special circumstances, would not have been able to take part in the public affairs of their community and country. There are two types of special votes: those that are cast at the voting station serving the voting district in which the voter is registered and those cast at the home of the voter or at a place of confinement. Both categories of special votes are cast in advance of election day.

The following categories of registered voters were eligible to apply to cast special votes in NPE 2019:

- A physically infirm, disabled and pregnant person
- Election officials and security service personnel involved in the election
- Registered voters unable to vote in the voting district in which they were registered on election day owing to their intended absence
- Registered voters outside the Republic of South Africa

Physically infirm, disabled and pregnant registered voters were allowed to apply for and cast a special vote home visit inside and outside their voting district of registration. Registered voters intending to cast a special vote owing to their intended absence from their voting district on voting day were able to vote in advance of election day at the voting station serving the voting district in which they were registered. Similarly, election officials and security personnel could cast a special vote at the voting station serving the voting district in which they were registered ahead of election day.

Registered voters abroad were required to notify the CEO of their intention to cast a special vote abroad, and to indicate the diplomatic mission at which their vote would be cast. South Africans abroad voted on Saturday, 27 April 2019, according to the 2019 election timetable.

Registered voters inside the Republic who intended to apply for a special vote could do so by applying online, by SMS or by visiting the relevant municipal office of the Commission between 4 and 18 April 2019, with special voting inside the Republic scheduled for 6 and 7 May 2019, according to the 2019 election timetable.

A total of 775 291 voters were approved to vote in NPE 2019 by special vote inside the Republic. Of the total of 775 291 approved voters, 453 479 (58%) were applications for home visits and 321 812 (42%) were applications for voting station special votes. Of the total number of applications, 570 673 voters actually cast a special vote on 6 and 7 May 2019. This represents a special voter turnout of 73%, and a proportion of special votes in relation to total votes cast of 3%.

The number of special votes cast inside the Republic was higher than in NPE 2014 when 324 909 (1.7%) special votes were cast, but less than in NPE 2009 and NPE 2004 when 743 609 (4.15% of total votes cast) and 651 438 special votes (4.11% of total votes cast) were cast, respectively. In NPE 2004 and NPE 2009, registered voters could apply to cast a special vote at their voting stations on special voting days. This was discontinued ahead of NPE 2014. In 2019, registered voters could apply online or by SMS for special votes. This represented a novelty that was not a feature in preceding national and provincial elections.

Registered voters abroad were required to notify the CEO of their intention to vote abroad and to indicate the diplomatic mission at which they intended to vote. The notification period was between 26 February 2019 (proclamation day) and 13 March 2019. The Electoral Commission received 30 676 notifications of intention to vote abroad. Of this total, 29 479 notifications were approved and 1 197 were declined (owing to not being registered to vote or a problem with the voter registration status).

Of the total number of approved notifications to vote abroad, 19 909 valid votes were cast at 125 diplomatic missions abroad on 27 April 2019. This represented a voting abroad turnout of 67%. The highest numbers of votes cast abroad were in London, United Kingdom, with 5 920 votes; Dubai, United Arab Emirates (UAE), with 1 096 votes; The Hague, Netherlands, with 949 votes; Abu Dhabi, UAE, with 842 votes; and Dublin, Republic of Ireland, with 581 votes. By law, all votes cast abroad were required to be returned to the CEO for the purpose of counting. By 21:00 on 10 May 2014, all diplomatic packages with votes cast abroad were accounted for and included in the count.

### Voting day

Election day occurred on 8 May 2019 with 22 924 voting stations across South Africa being operational between 07:00 and 21:00. Of the 26 756 649 registered voters on the certified national common voters' roll for NPE 2019, 17 671 615 registered voters cast their ballots. This represented a voter turnout of 66%, compared with 73% in NPE 2014, 77% in NPE 2009, 76% in NPE 2004, and 89% in NPE 1999.

Voter turnout in NPE 2019 was at the lowest level since NPE 1999. Encouragingly, the proportion of ballots that was spoiled by voters is on a steady decline compared with prior national and provincial elections.

**Table 10: Key outcomes of NPE 1999 to NPE 2019**

Election	Registered voters	Total votes cast	Voter turnout	Percentage of spoiled votes	Number section 55 objections	Number of days to announce results	Elections declared free and fair?
<b>NPE 2019</b>	26 756 649	17 671 615	66%	1.27%	42	2	Yes
<b>NPE 2014</b>	25 388 082	18 654 771	73.48%	1.29%	20	3	Yes
<b>NPE 2009</b>	23 181 997	17 919 966	77.3%	1.31%	25	3	Yes
<b>NPE 2004</b>	20 674 923	15 863 558	76.73%	1.48%	8	3	Yes
<b>NPE 1999</b>	18 172 751	16 228 462	89.3%	1.55%	Unknown	3	Yes

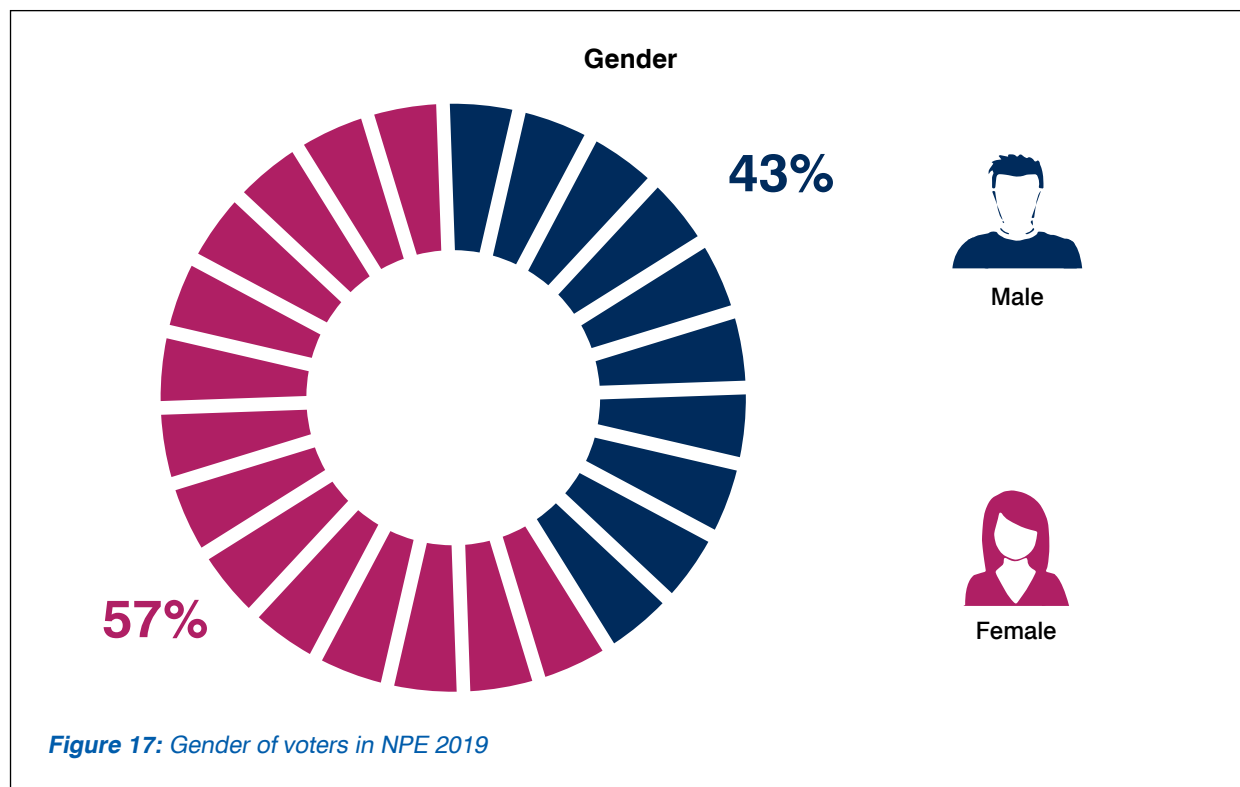
On 8 May 2019, between 07:00 and 21:00, registered voters cast their national and provincial ballots at voting stations at which they were registered to vote. Registered voters were required to present their bar-coded identity document, smart identity card or temporary identity certificate (TIC) to voting officials in order to vote. The voter's name was then marked off the voting district segment of the national voters' roll to indicate that the voter had voted.

If a registered voter did not have a recorded address on the voters' roll, the voter was requested to provide their address to a voting official prior to voting. The voter's left thumb was inked with indelible ink and the identity document (but not the smart identity card) stamped as a precaution against multiple voting in the same elections. A ballot paper for each of the national and relevant provincial elections was issued, and the voter voted once in each election before leaving the voting station.

The scanning of the identity document of voters by voting officials when presenting themselves to vote at voting stations was introduced in NPE 2009 and continued in NPE 2019. This practice allowed voting officials to more efficiently locate the names of voters on the voters' roll, as well as determine ballot paper eligibility in the case of a voter applying to vote in a voting district at which they were not registered as provided for in section 24A of the Electoral Act. Moreover, it allowed the Electoral Commission to analyse the demographics of voters (age, gender and time of voting).

A total of 12 719 759 of the 17 671 615 registered voters who cast their votes (72%) were scanned using the bar-code scanner machine. While not all scanners were operational at all voting stations, and while not all voters were scanned, this number is a reasonable sample from which to determine the demographic participation rates of voters, as well as a reflection of voting times.

The gender split of voter participation on 8 May 2019 was 57% female and 43% male voters, as shown in the figure below.

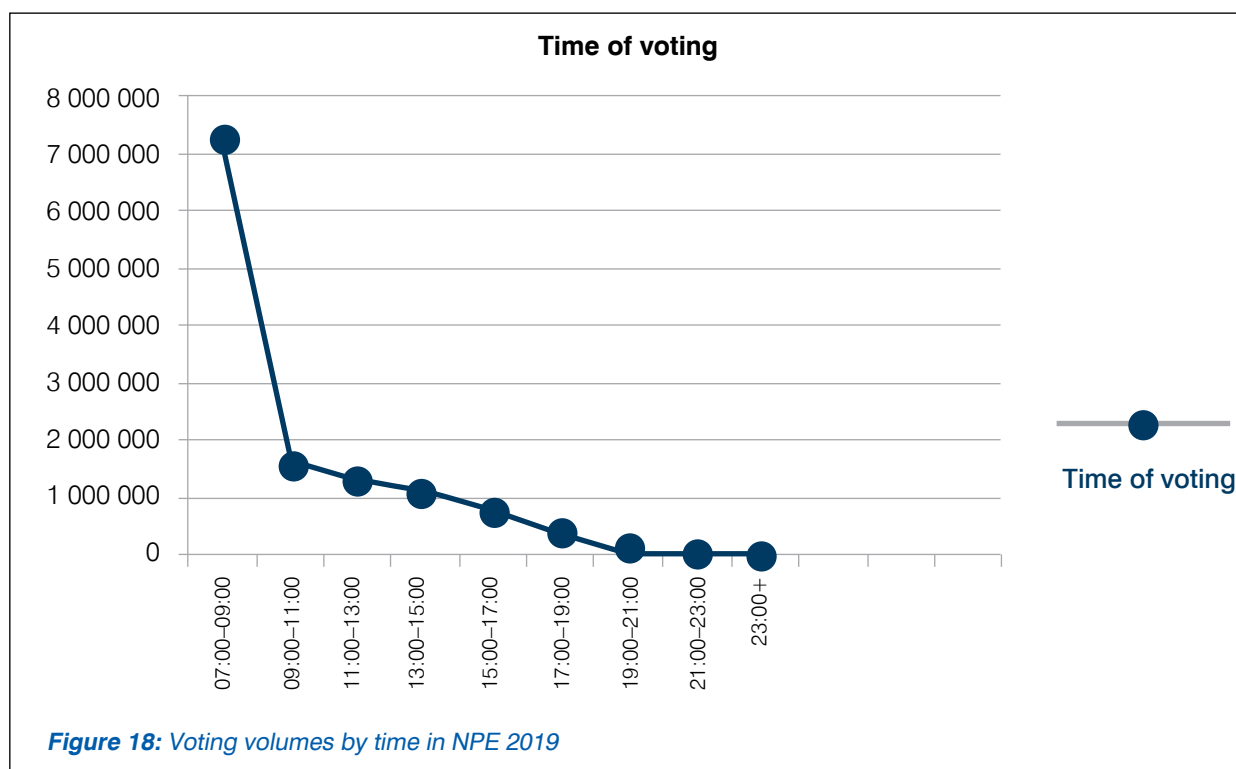


The table below shows the age and gender breakdown of voter participation on 8 May 2019, including the number of women and men who participated as a proportion of registered voters per age category. In general, women participated at a higher rate than men across all age groups in NPE 2019.

**Table 11: Voter participation by gender and age in NPE 2019**

Age group	Female voters (percentage of registered voters)	Male voters (percentage of registered voters)	Total voters
≥18≤19	150 783 (55%)	122 209 (45%)	272 991
≥20≤29	1 681 371 (57%)	1 270 881 (43%)	2 952 252
≥30≤39	2 184 889 (56%)	1 709 765 (44%)	3 894 655
≥40≤49	2 028 723 (56%)	1 612 785 (44%)	3 641 508
≥50≤59	1 929 084 (58%)	1 390 403 (42%)	3 319 487
≥60≤69	1 317 195 (58%)	952 414 (42%)	2 269 609
≥70≤79	611 261 (61%)	386 331 (39%)	997 591
≥80	223 001 (69%)	100 520 (31%)	323 522
<b>Total</b>	<b>10 126 306 (57%)</b>	<b>7 545 309 (43%)</b>	<b>17 671 615</b>

The figure below illustrates that more than half of all voters visited their voting stations to vote on 8 May 2019 in the first four hours of the opening of voting stations, with a very small number of voters voting beyond 21:00.



### Section 24A voting

Section 24A of the Electoral Act allows voters to vote outside the voting district in which they are registered to vote. If a voter elects to vote in the same province as they are registered to vote, the voter receives both a national and provincial ballot paper. However, if a voter chooses to vote outside the province in which they are registered to vote, the voter only receives a national ballot paper.

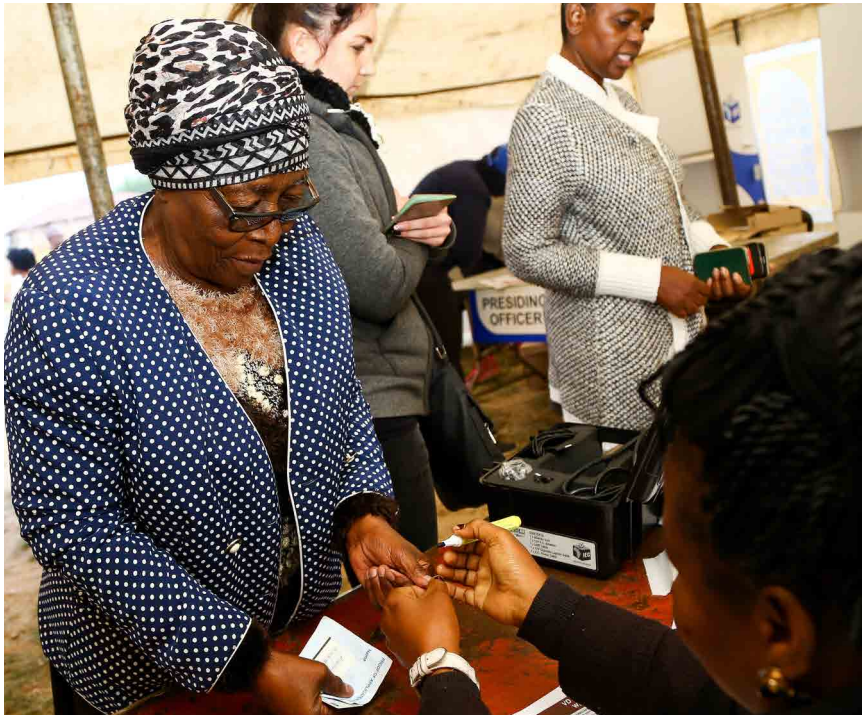
A total of 1 892 159 votes were cast on 8 May 2019 in terms of section 24A. This represented 10.7% of the total votes cast. The use of section 24A in 2019 was consistent with and compared favourably with NPE 2014, in which 9.54% of votes cast (1 777 872) were cast in terms of section 24A. In NPE 2009, the proportion was 8.98% (1 608 765 votes), and in NPE 2004, the proportion was 11.63% (1 844 987 votes).

The use of section 24A voting continues to present a challenge to the handling and distribution of ballot papers and other voting material to voting stations. While section 24A was introduced as a measure to safeguard the continued franchise of voters who unavoidably found themselves outside the voting districts of their registration, it has now become an instrument for voters to shop around for voting stations with shorter queues. This is particularly prevalent in high-density metropolitan areas. The reported shortage of voting material at some voting stations and unproven perceptions that voters could vote more than once combine to create a deleterious picture around the freeness and fairness of NPE 2019.

Nevertheless, at around 10%, the proportion of section 24A votes in NPE 2019 was on par with prior national and provincial elections. Moreover, in response to allegations of double voting at certain voting stations in NPE 2019, and complaints by 27 of the 48 political parties contesting the national election, the Electoral Commission requested Statistics South Africa (Stats SA) to conduct a validation exercise of a representative sample (1 020) of voting districts to determine the likelihood of multiple voting. The exercise of Stats SA was in addition to the set of internal validations already applied by the Commission to determine the freeness and fairness of the elections. Stats SA concluded that the pattern of section 24A was consistent with previous elections and, even where there were deviations, these implicated an insignificant number of voting stations with low registration levels.

### Voting of prisoners

Prisoners who are registered to vote are permitted to vote in national and provincial elections. Satellite mobile voting stations staffed by voting officials were dispatched to all prisons on voting day. Prior to the close of the voters' roll for NPE 2019, prisoners were afforded the opportunity to apply to be registered in their voting district of ordinary residence (home) prior to incarceration. On voting day, in terms of section 24B of the Electoral Act, prisoners are deemed to be registered in the voting district in which the prison is located. Prisoners received both the national and provincial ballots. Voting officials transported votes cast by prisoners to the main voting station in the same voting district outside of prisons where cast ballots were counted together with the other ballots cast at the main voting station.



special vote envelopes were removed from their ballot boxes, voters' details were checked against the voters' roll, and a record was kept of all such applications. In the double envelope system used for special voting, the outer envelope was removed and kept aside, and the inner envelopes with their ballots were mixed in the ballot boxes with votes cast on voting day. The ballot boxes were then opened at the start of counting to ensure the secrecy of special votes cast.

Ballot boxes were opened in the presence of political party agents. Ballot papers were checked to ensure that they each contained an official, unique Commission stamp, failing which the ballot was discarded as being spoilt. Ballots were then sorted according to contesting party and counted. Counting officers completed a results slip on which the results of voting and the number of special votes cast were reconciled with the number of ballots issued during voting at the voting station. Political party agents signed off on results slips. However, the absence of party agents did not invalidate the results slips.

A copy of the results slip was displayed in a prominent position at the voting station for the information of the public. The original results slip was sealed in a tamper-evident envelope that was then transported to the office of the Municipal Electoral Officer for the capture, verification and scanning of the results slips.

## Counting

An election must result in a clear outcome. This is achieved partly by recording the choice of the voter as cast and translating the choice, which was freely expressed, into representation in a legislative body. The counting of ballots in a facility where they were cast, in a transparent manner and in the presence of party agents, is intended to achieve this imperative.

Votes cast during special voting days on 6 and 7 May 2019 were collected for the voting districts where votes were cast and placed in ballot boxes for special voting, which were kept in secure storage. On voting day, before the close of voting stations,





## Capturing and auditing of results

Presiding officers or area managers were responsible for the transportation of the original results slips from voting stations to municipal electoral offices where the capture, auditing and scanning of results slips were undertaken. Staff of the Commission captured the information on all results slips onto the results system. Data capturers were required to capture information twice to ensure its correctness.

Captured results information was then audited by some 640 external results auditors located at each of the Commission's municipal offices. The auditing process involved checking the captured results information against the results slips to ensure that results information had been correctly captured. If the auditor was satisfied with the captured information, the auditor would enter a unique code into the results system to approve the captured result. The results auditing service was provided by PricewaterhouseCoopers (PwC), who was awarded the tender after a procurement process had been undertaken and carefully adjudicated.

In an effort to further enhance the transparency of the results process, the Commission also scans each of the results slips at municipal electoral offices, where results are captured and audited. This allows political party representatives and Commission officials located at results operation centres in Tshwane and the nine provinces to access the scanned image of each results slip, and to cross-check the information against that which had been captured and audited.

Following the capture, auditing and scanning of results slips, the results information is subjected to an automated quality check in the results system. Results are highlighted as needing further investigation if they fall outside predetermined system parameters and, once investigated and resolved, are displayed on the leader boards located at the results operation centres, fed to the media, and displayed on the website and application of the Electoral Commission.

The Commission adopted a decentralised approach to the capture, auditing and scanning of results slips in NPE 2019 – similar to the approach adopted in 2014, 2009 and 2004. The decentralised approach to results administration allowed for the efficient capture, auditing and resolution of discrepancies at municipal level with the assistance of provincial offices.

For NPE 2019, the Commission managed to complete 90% of results within 24 hours of the close of voting. The remaining 10% of results was completed within 62 hours of the close of voting stations.

## Announcement of results

The Electoral Commission is required by law to announce the results of an election within seven days of the election.

The results of NPE 2019 were declared and announced to the public on the third day after voting day on Saturday, 11 May 2019.

At the same time, the seats allocated to political parties that had contested NPE 2019 were announced. On 15 May 2014, the Commission designated the representatives in those seats from the respective lists of candidates from political parties, and published the names of designated representatives in the *Government Gazette*.

Accredited international and local observer groups that had observed NPE 2019 announced that they were of the view that NPE 2019 was credible, free and fair. Not all the political parties that had contested the elections accepted the results of the elections: some 27 parties threatened litigation linked to allegations of double voting after the Commission had declared the elections to be free and fair. An overwhelming majority of voters (92%) indicated overall confidence and trust in the conduct of the Electoral Commission in administering NPE 2019 – although this metric was marginally down from 97% in NPE 2014, according to research commissioned by the Electoral Commission and conducted independently by the Human Sciences Research Council (HSRC).

## By-elections

The Local Government Municipal Structures Act mandates that a by-election must be held to fill a ward vacancy. A total of 144 by-elections to fill municipal ward and PR (in the case of Mamusa Municipality) vacancies were conducted during the year. The table below provides a historical overview of the number of by-elections held each year since 2009/10.

**Table 12: Comparison of the total number of by-elections across the financial years**

Financial year	Total number of by-elections
2009/10	139
2010/11	126
2011/12	76
2012/13	63
2013/14	134
2014/15	228
2015/16	93
2016/17	25
2017/18	131
2018/19	100
2019/20	144

The number of by-elections conducted in 2019/20 shows an increase compared with the previous period of 2018/19 owing to the dissolution during 2019/20 of a local council (Mamusa in North West), which necessitated by-elections to fill all the PR and ward seats on the local municipal council.

There were no dissolved municipal council by-elections in 2018/19. Over the past 11-year period, the average number of by-elections per year stands at 114. The number of by-elections during 2019/20 (144) is thus slightly higher than the 11-year average.

Ward vacancies are required by law to be filled within 90 days of the date on which the vacancy occurs. Of the total of 144 vacancies, all were filled within 90 days.

On average, the 144 ward vacancies were filled within 81 days. This is an average of nine days less than the 90 days that is required by law.

No elections were set aside by a court of law during 2019/20.

The reasons for the 144 ward vacancies in the period under review are shown below.

**Table 13: Reasons for ward vacancies in 2019/20**

Reason for ward vacancy	Number (and percentage) of ward vacancies
Resignation of councillor	62 (43%)
Death of councillor	40 (28%)
Termination of councillor membership by party	24 (17%)
Dissolved council	18 (12%)
<b>Total</b>	<b>144 (100%)</b>

Details of the by-elections conducted, as well as the number of associated voting districts and registered voters, are presented in the table below.

**Table 14: Number of by-elections from 1 April 2019 to 31 March 2020**

Province	Number of by-elections	Number of voting districts	Number of wards	Number of registered voters percentage of spoilt votes
Eastern Cape	23	144	23	124 003
Free State	18	100	18	90 558
Gauteng	13	69	13	180 956
KwaZulu-Natal	27	159	27	214 887
Limpopo	5	31	5	26 347
Mpumalanga	15	65	15	83 577
North West	24	53	12	58 451
Northern Cape	4	11	4	14 430
Western Cape	15	56	15	113 952
<b>Total</b>	<b>144</b>	<b>688</b>	<b>132</b>	<b>907 161</b>

In terms of the Local Government Municipal Electoral Act, the Electoral Commission is required to announce election results within seven days of an election. The results of all 144 by-elections were announced within seven days of the by-elections, with 143 by-election results announced the day after the by-elections and one by-election result announced on the same day as the by-election.

## ELECTIONS INFRASTRUCTURE

### Voting station infrastructure

Voting stations provide an essential platform for the delivery of elections. They are a prism through which the voting public formulates perceptions about the performance of the Electoral Commission. For NPE 2019, 22 924 voting stations were utilised, compared to 22 263 in NPE 2014, which represents a marginal increase of 3%.

Although the trend of a stable voting station network is expected to continue into the medium to long term, factors such as population growth, new settlement patterns, the requirement of improving voter accessibility, as well as revised municipal demarcation data, will continue to contribute to the need for increasing the voting station footprint.

Fixed and permanent structures, especially schools, are preferred venues to serve as voting stations. Some 63% of the voting station network comprises schools, 10% community halls and 9% places of worship. In cases where permanent structures were not available to the Electoral Commission, temporary facilities such as tents or gazebos were arranged and erected for the required periods.

**Table 15: Types of voting stations used during NPE 2019**

Province	Voting districts	Permanent voting stations	Schools	Temporary voting stations	Mobile voting stations
Eastern Cape	4 791	4 669	3 563 (74%)	119	3
Free State	1 529	1 381	667 (44%)	148	0
Gauteng	2 771	2 476	1 413 (51%)	295	0
KwaZulu-Natal	4 885	4 760	3 447 (71%)	116	9
Limpopo	3 157	3 019	2 399 (76%)	138	0
Mpumalanga	1 772	1 694	1 069 (60%)	65	13
North West	1 733	1 604	933 (54%)	126	3
Northern Cape	707	703	223 (32%)	4	0
Western Cape	1 579	1 543	661 (42%)	35	1
<b>Total</b>	<b>22 924</b>	<b>21 849</b>	<b>14 375 (63%)</b>	<b>1 046</b>	<b>29</b>

The Electoral Commission continues to drive a concerted effort to reduce the use of temporary facilities, as these have security and other implications for election officials and also create a negative experience for the voting public. The use of temporary facilities has been reduced by 30% since NPE 2014, as evidenced in the table below.

**Table 16: Percentage change in the use of temporary voting facilities between NPE 2014 and NPE 2019**

Province	NPE 2014	LGE 2016	NPE 2019	Percentage change (NPE 2014 to NPE 2019)
Eastern Cape	174	161	119	- 31.61%
Free State	212	189	148	- 30.19%
Gauteng	455	327	295	- 35.16%
KwaZulu-Natal	167	133	116	-30.54%
Limpopo	202	145	138	- 31.68%
Mpumalanga	76	82	65	- 14.47%
North West	120	115	126	5.00%
Northern Cape	28	26	4	- 85.71%
Western Cape	61	50	35	- 42.62%
<b>Total</b>	<b>1 495</b>	<b>1 228</b>	<b>1 046</b>	<b>- 30.03%</b>

Regular surveys of the voting station network are conducted countrywide to keep abreast of key infrastructural developments. 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.

Each of the 22 924 voting stations for NPE 2019 was inspected in advance to confirm the presence of key infrastructure and facilities, including electricity, telecommunications, water, sanitation, furniture and disability-friendly access. Where necessary, temporary infrastructure was arranged and applied for the duration of the election events.

The table below illustrates the general challenges relating to the availability of key facilities at voting stations for NPE 2019.

**Table 17: Voting station facilities as at 8 May 2019**

Province	Without electricity	Without water	Without sanitation	Without wheelchair access	Without GSM coverage
Eastern Cape	541	459	278	1 893	9
Free State	319	281	294	523	0
Gauteng	597	568	576	666	0
KwaZulu-Natal	482	817	242	1 331	0
Limpopo	182	269	206	884	4
Mpumalanga	126	160	120	374	1
North West	209	209	211	617	0
Northern Cape	104	107	104	238	48
Western Cape	139	140	142	251	14
<b>Total</b>	<b>2 699</b>	<b>3 010</b>	<b>2 173</b>	<b>6 777</b>	<b>76</b>

Since the majority of venues are schools, in order to stabilise and improve the voting station network, the Electoral Commission has formed long-term strategic partnerships with public and private bodies such as the Department of Basic Education, the Department of Public Works, the Department of Water Affairs and Sanitation, Eskom and the GSM network operators. Initiatives involving these partners are aimed at improving the infrastructure situation at these voting stations by prioritising them for infrastructure enhancements and upgrades.

### Local municipal office infrastructure

The Electoral Commission maintains a footprint of over 270 local offices in 213 municipalities throughout the country to provide services to the public and to deliver election projects at a local level. The Electoral Commission continues to benefit from cooperation extended by municipal councils in support of the democracy project. One such benefit relates to the Commission's appointment of local representatives, known as Municipal Electoral Officers, for each of the 213 municipalities. These MEOs are typically suitably qualified senior municipal employees, who assume the responsibility for providing election-related assistance in their specific municipal areas. They facilitate cooperation between the Electoral Commission and their respective municipalities, and promote the functional relationship between the Electoral Commission and the municipality in the registration of voters, the management of elections and the provision of amenities to support electoral processes. The MEOs are not, however, directly involved in day-to-day operational matters.

### Election logistics

The Electoral Commission's Logistics Information System is a computerised system that is the base that underpins the planning, monitoring, management and control of electoral material in the Electoral Commission. A comprehensive Bill of Materials is created for each electoral event. By registering the BOM on the LIS, detailed MRP lists are produced to enable the accurate procurement, distribution and allocation of electoral material per province, municipality and voting district.

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. These resources and support activities are appropriately escalated to handle the logistical demands of the various election activities.

Storage facilities for electoral material at the local (municipal) level are required for a limited duration during peak election activity, such as national registration weekends and voting days. These facilities can be in the form of a basic storeroom, storage shed or container, depending on the prevailing volume needs and adequate security measures.

The Electoral Commission holds a fleet of almost 32 000 programmable barcode scanner units (PBSUs), colloquially referred to as zip-zip units. The primary function of these units is to capture voter registration information. On voting day, the units are deployed at voting stations to capture and record voter participation details, as well as to provide the sequential number of the voter on the voters' roll.

The zip-zip units were procured in 2008 and have attained an advanced age by the average technological norms. In order to ensure the sustained operational effectiveness of the units, the Electoral Commission entered into a maintenance contract with a specialised technical service provider to ensure their regular testing, servicing and essential maintenance. All the units were operationally prepared and successfully deployed to all voting stations for voting day on 8 May 2019.

### The NPE 2019 voting material statistics

Approximately 740 tons of paper was used to print approximately 64 million ballot papers for NPE 2019. To contextualise the scale and magnitude of the project, the amount of paper used to print the ballots for NPE 2019 equates to the combined loading capacity of approximately seven Boeing 747 cargo aircraft.

**Table 18: Comparison of voting material used over the last three national and provincial elections:**

	Number of ballots	Tonnage of paper used
<b>NPE 2014</b>	62 million	550 tons
<b>LGE 2016</b>	74 million	500 tons
<b>NPE 2019</b>	64 million	740 tons

The sharp increase in paper usage for the NPE 2019 ballot paper printing project, when compared to the previous two elections, can mainly be attributed to the record number of parties on the national ballot. This resulted in the national ballot measuring approximately 600 mm in length and a ballot booklet containing 100 ballots with the backing board of the booklets weighing in the region of 1.2 kg. Added to that were 22 924 segments of the voters' roll, totalling approximately 2.5 million pages.

## 3.3 Programme 3: Outreach

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

Outreach encompasses Civic and Democracy Education, Communications and Media Relations, Research and Knowledge Management, and Stakeholder Engagement.

Civic and Electoral Democracy Education informs and educates the public on electoral democracy with a view to strengthening participation in electoral processes.

Research and Knowledge Management collects, collates and analyses available data to inform organisational planning and other strategic decision-making processes. This includes tracking emerging trends (perceptions and attitudes) in the social context that assists the Electoral Commission to plan and determine its response. It considers the latest developments in democratic elections administration. Knowledge Management also performs an important archiving function within the organisation.

Communications and Media Relations actively supports the Electoral Commission's efforts to strengthen electoral democracy and ensure free and fair elections through strategic communication with all stakeholders, including registered and eligible voters, political parties and candidates, the media and other key stakeholder groups. It seeks to ensure a high level of knowledge and understanding of the electoral democracy process and the ongoing work of the Electoral Commission to enhance participation and understanding, and to protect the reputation of the Electoral Commission.

Stakeholder Engagement seeks to establish and maintain open and fruitful relationships with key stakeholders internationally and nationally to promote collaboration and partnerships in support of shared objectives.

### Strategic objectives

<b>Strategic Objective 3.1</b>	Encourage the electorate's engagement with and participation in electoral processes to facilitate the right to vote as enshrined in the Constitution.
<b>Strategic Objective 3.2</b>	Achieve a low rate of spoiled ballots as a measure of the effectiveness of civic and democracy programmes.
<b>Strategic Objective 3.3</b>	Enhance the Electoral Commission's reputation as a credible and trustworthy electoral management body.
<b>Strategic Objective 3.4</b>	Provide thought leadership in the field of electoral management and related fields as per Vision 2018 in order to strengthen electoral democracy.

**Strategic objectives, key performance indicators, planned targets and actual achievements**

Programme 3: Outreach							
Strategic objective	Reference	Performance indicator	Actual achievement 2018/19	Planned target 2019/20	Actual achievement 2019/20	Deviation from planned target to actual achievement for 2019/20	Comment on deviations
<b>3.1 Encourage the electorate's engagement with and participation in electoral processes.</b>	3.1.1	Number of voters who turn out to vote in national and municipal elections, as a percentage of registered voters in years when applicable	N/A	70%	66.05%	(3.95%)	Target not achieved: Despite intensive voter education campaigns on the ground, the achievement of this indicator was influenced by a number of factors outside the control of the Electoral Commission.
	3.1.2	Number of civic and democracy education (CDE) events held per year	82 388	30 000	30 726	(726)	<b>Target achieved.</b> The increased frequency of by-elections necessitated high numbers of CDE events to promote participation. In some wards with dissolved councils, additional democracy education facilitators and municipal outreach coordinators were employed to conduct events.
	3.1.3	Audience reached by CDE programmes through television and radio in each year covered by the Annual Performance Plan	7 659 980 (977 980 Television Audience Measurement Statistics (TAMS) and 6 682 000 Radio Audience Measurement Statistics (RAMS))	5 000 000 (2 000 000 TAMS and 3 000 000 RAMS)	6 111 000 (0 TAMS and 6 111 000 RAMS )	2 000 000 negative variance relating to TAMS and 3 111 000 positive variance relating to RAMS	Target not achieved: RAMS overachievement – intensive CDE radio programming was conducted for youth audiences in April 2019 to encourage youth to vote. This attracted a higher-than-usual listenership in the month before the NPE. The target was exceeded by almost 22%. TAMS – Zero

Programme 3: Outreach							
Strategic objective	Reference	Performance indicator	Actual achievement 2018/19	Planned target 2019/20	Actual achievement 2019/20	Deviation from planned target to actual achievement for 2019/20	Comment on deviations
<b>3.1 Encourage the electorate's engagement with and participation in electoral processes.</b>	3.1.3	Audience reached by civic and democracy education programmes through television and radio in each year covered by the Annual Performance Plan					Television education programmes required extended lead times, which proved difficult in the available time period. The late signing of the SABC Education Charter in the 2018/19 fiscal year prohibited the production of television deliverables.
	3.1.4	Public perceptions held of the Electoral Commission as evidenced by the media reports for each year covered by the Annual Performance Plan	97% positive/neutral achievement	80% neutral/positive achievement	96.06% neutral/positive achievement	(16.06%)	<b>Target achieved.</b>
<b>3.2 Achieve a low rate of spoilt ballots.</b>	3.2.1	Recorded number of spoilt ballots in national and municipal elections in the years when applicable	N/A	1.85%	1.27%	0.58%	<b>Target achieved.</b>
<b>3.3 Enhance the Electoral Commission's reputation as a credible and trustworthy electoral management body.</b>	3.3.1	Number of interactions/liaisons internationally achieved per annum	20	50	52	(2)	<b>Target achieved.</b>
<b>3.4 Provide thought leadership in the field of electoral management and related fields.</b>	3.4.1	The number of research and thought leadership initiatives achieved per annum	4	4	5	(1)	<b>Target achieved.</b>

## CIVIC AND DEMOCRACY EDUCATION

### Voting station infrastructure

Civic and democracy education is a lifelong process that builds knowledge and skills, as well as attitudes and behaviours, to promote and build a culture of democracy.

According to the South African Constitution (Act 108 of 1996) and the Electoral Commission Act of 1996, the central role of the Electoral Commission is to strengthen constitutional democracy and promote democratic electoral processes in the country. An important element of this mandate is to encourage voter participation, voter registration and voter turnout, which are enabled through CDE and outreach programmes.

Civic and democracy education takes place continuously across the electoral cycle, before, between and after elections. Its main objective is to foster participation in electoral democracy and to create a conducive climate for free and fair elections. Ongoing CDE enables a longer term, enduring democratisation process, affirming elections as continuous processes rather than isolated events. Voter and balloting education are integral components of CDE.

In the run-up to elections, multiplatform 360-degree CDE campaigns utilised a range of different platforms. Electoral democracy CDE content was conveyed via television and radio, a wide range of print material and web-based content, and stakeholder engagement, all of which complement the community mobilisation programmes on the ground.

### Community outreach and mobilisation 2019

In the period leading up to NPE 2019, the Electoral Commission intensified its efforts to educate the South African electorate in order to achieve a high voter turnout. As part of its standard pre-election recruitment practice, the Commission's permanent educational capacity was boosted late in 2018 by the short-term engagement of CDE officials called municipal outreach coordinators (MOCs) and democracy education facilitators (DEFs).

This contingent of almost 2 000 temporary educational officials were recruited at both local municipality and ward level to conduct face-to-face CDE with targeted audiences in diverse communities across all provinces.

They consisted of the following:

- Some 282 MOCs who were contracted in October 2018 and who were deployed in each municipality and metro
- 1 669 DEFs who were contracted in January 2019, and who were employed at ward level

The role of these educational officials was to conduct non-partisan in-person voter and balloting education. They underwent risk assessment to determine their suitability and signed a Code of Conduct for Voter Education. The MOCs and DEFs did not hold a political position, nor were they involved in any political party campaigns.

The education officials are required to do the following:

- Inform and make voters aware of their protected right to freedom of conscience and belief, freedom of speech and expression, freedom of association and peaceful assembly, freedom of movement and of the right to participate freely in peaceful political activities
- Respect the right of voters to elect a party of their choice by using an impartial training method
- Ensure that voters are informed and made aware that political parties and the media are free to impart information and opinion
- Always act in a non-partisan manner and be free of any influence or control by any political party or organisation
- Strive to promote democratic pluralism and a culture of political tolerance

The table below shows the allocation of expansion CDE staff for the 2019 Community Mobilisation Campaign.





**Table 19: Allocation of expansion CDE staff for the 2019 Community Mobilisation Campaign**

Province 2019 allocation	Number of wards	MOCs (October 2018 to May 2019)	DEFs (January 2019 to April 2019)	Dedicated DEFs from the disability sector	Total
Eastern Cape	705	46	235	9	244
Free State	309	26	103	6	109
Gauteng	529	20	206	6	212
KwaZulu-Natal	870	57	300	12	312
Limpopo	566	27	187	6	193
Mpumalanga	400	20	134	4	138
North West	407	22	181	5	186
Northern Cape	204	31	128	6	134
Western Cape	402	33	134	7	141
<b>Total</b>		<b>282</b>	<b>1 608</b>	<b>61</b>	<b>1 669</b>

In April 2019, the pace of CDE events increased exponentially. Through the efforts of the MOCs and DEFs, almost 20 000 events were conducted. In the crucial month before the elections, this assisted to heighten and increase knowledge and understanding of electoral processes, and to decrease the number of spoilt ballots. A low percentage rate of spoilt ballots (1.25%) was achieved for NPE 2019, showing a welcome decline of 1.33% from NPE 2016. The rate of 1.25% is well below global averages, which can range up to 13%.<sup>1</sup>

The Election Satisfaction Survey (ESS), conducted on election day, affirmed the usefulness of CDE events as part of the on-the-ground community mobilisation campaign, with a significant share of the voting public expressing a desire for door-to-door educational campaigns, and requesting the Electoral Commission to deploy more voter education campaigns, especially in remote rural areas.<sup>2</sup>

However, in March 2020, as the reporting period drew to an end, South Africa, and indeed the world at large, was confronted with the COVID-19 global pandemic. While the 2019 ESS clearly showed that many voters prefer face-to-face engagement, and while the core strategy of CDE demands interaction and engagement with the electorate, the Commission is committed to maintaining and increasing participation, yet at the same time ensuring that in-person activities, where they do happen, do not contribute to the spread of the disease, but that social distancing is maintained.

Accordingly, it is accepted that technology and online means of CDE interaction will be favoured in the short and medium term. It must be noted, however, that COVID-19 did not have any material effect in the annual targets of CDE as these were exceeded at least by 726 events.

**Table 20: Annual CDE events by province**

Province	Final approved events
Eastern Cape	4 175
Free State	2 262
Gauteng	5 774
KwaZulu-Natal	4 108
Limpopo	3 719
Mpumalanga	2 336
North West	3 000
Northern Cape	2 343
Western Cape	3 009
<b>Total</b>	<b>30 726</b>

<sup>1</sup> Source: International IDEA 2019, <https://www.idea.in/>

<sup>2</sup> Source: 2019 Election Satisfaction Survey, section 4.9.2

### **Public radio: partnership with South African Broadcasting Corporation Education**

On an ongoing basis, the Commission leverages on strategic partners to amplify and broaden the reach and impact of CDE. Through the Commission's partnership with SABC Education, intensive CDE radio programming was conducted for youth audiences. In April, the Commission was able to reach 6 111 000 youth listeners across 10 public radio stations on the TeenZone radio programme.

### **Community radio**

The 2019 ESS found that 95% of voters reported high-level access to radio and television. Radio still has the widest audience footprint, reaching millions. The Commission worked with provincial and regional community radio stations to empower the electorate to participate in the voting process. Almost eight of the nine provinces were able to contract various community radio stations, which ran programmes that promoted NPE 2019. These radio stations played a significant role in informing and educating voters on their right to vote and presumably contributed to encouraging voters to participate in elections.

### **National stakeholder briefings and consultative events for NPE 2019**

In 2018/19, the Commission embarked on a comprehensive schedule of engagements with key stakeholders.

The last few stakeholder events took place as follows in April:

- The National Briefing for Women (including women's organisations, political, social, community-based and gender-based organisations, the Commission on Gender Equality, the South African Human Rights Commission, etc.) took place in Mafikeng, North West.
- The National Briefing for Youth (including youth formations, political, social and youth activists) took place in Polokwane, Limpopo.
- The Briefing with Indigenous communities (including the leadership of the indigenous communities and related formations) took place in Upington, Northern Cape.

### **Partnership with the United Nations Development Programme: U-count Electoral Support**

Traditionally, Theatre in Education (TIE) is a process that uses interactive theatre to help aid the educational process. Through assistance partnership with the UNDP, Front Row Studios performed "Democracy on stage". This is a play about democracy and elections in Limpopo, Gauteng, KwaZulu-Natal, Mpumalanga Northern Cape and Eastern Cape.

### **The universal ballot template: an innovation to promote political participation for the visually impaired**

The universal ballot template (UBT), first developed in 2011, is an innovative voting aid to enhance access to the act of voting for blind and visually impaired persons. It has been used in successive general elections and in by-elections since then, each new version incorporating minor adaptations necessitated by longer ballot papers.

The use of assistive devices and new technologies play an important role in building a more inclusive democracy, and demonstrate the Commission's commitment to collaborate with blindness organisations (such as the South African Council for the Blind and Blind SA)

The UBT is a plastic or cardboard template with windows into which the ballot paper is placed, enabling voters with a visual impairment to cast their mark in a manner that is private, independent and consistent with their selection.

The template has Braille numbering, as well as white numbering in a large font. It is universal in the sense that it is suitable for use by blind and partially sighted people and those with low vision, but also for people who are dyslexic, the elderly, those with low literacy, and people with motor and nervous conditions that do not allow for a steady hand.

In NPE 2019, the design of the UBT was further perfected in the following ways:

- For the first time, 10 different UBTs (one customised for the national ballot and the others for each of the nine provincial ballots) were developed.
- The 2019 provincial ballots varied in size between 21 and 48 contesting parties.

Before the elections, a UBT pack was distributed to blindness organisations so that visually impaired persons could familiarise themselves with the new UBTs.

Each pack consisted of the following:

- Braille lists of political parties on the national and provincial ballots
- Braille instructions on the use of the UBT
- A mock ballot paper
- National and provincial UBTs
- A poster of the national and provincial ballots in a large font

On election day, each voting station had two UBTs: one to accommodate the national ballot and one for the provincial ballot.

Each UBT had instructions to the Presiding Officer at the back.



Both the ballot paper and the UBT had the following tactile features:

- The ballot paper had a circular hole punched into the bottom left-hand corner, to allow the voter to correctly position the ballot into the UBT.
- The UBT had a cut-out triangle on the top right-hand corner of the UBT to allow the voter to verify the correct positioning of the ballot by feeling the top right-hand corner of the protruding ballot.

- For partially sighted voters, large A0 posters showing both the national ballot and the provincial ballot were displayed at each voting station to help voters distinguish different political parties and navigate the wide range of choices on the long 2019 ballots.

These initiatives made it easier for visually impaired persons to locate their party of choice on the ballot. Blindness organisations such as Blind SA were accredited as observers and made a number of recommendations that will contribute to progressively improving access to the vote for the sector.

## RESEARCH

Since the late 1990s, the Electoral Commission has partnered with the HSRC, a statutory research institute, to undertake a programme of electoral research. This focuses on generating survey-based research through quantitative means, as well as qualitative insights to inform operational planning and processes.

During the year under review, the following research projects were conducted:

- Study on the usability and design of the 2019 Ballot Paper
- The 2019 Election Satisfaction Survey
- The Vision Study

### Study on the usability and design of the 2019 ballot paper

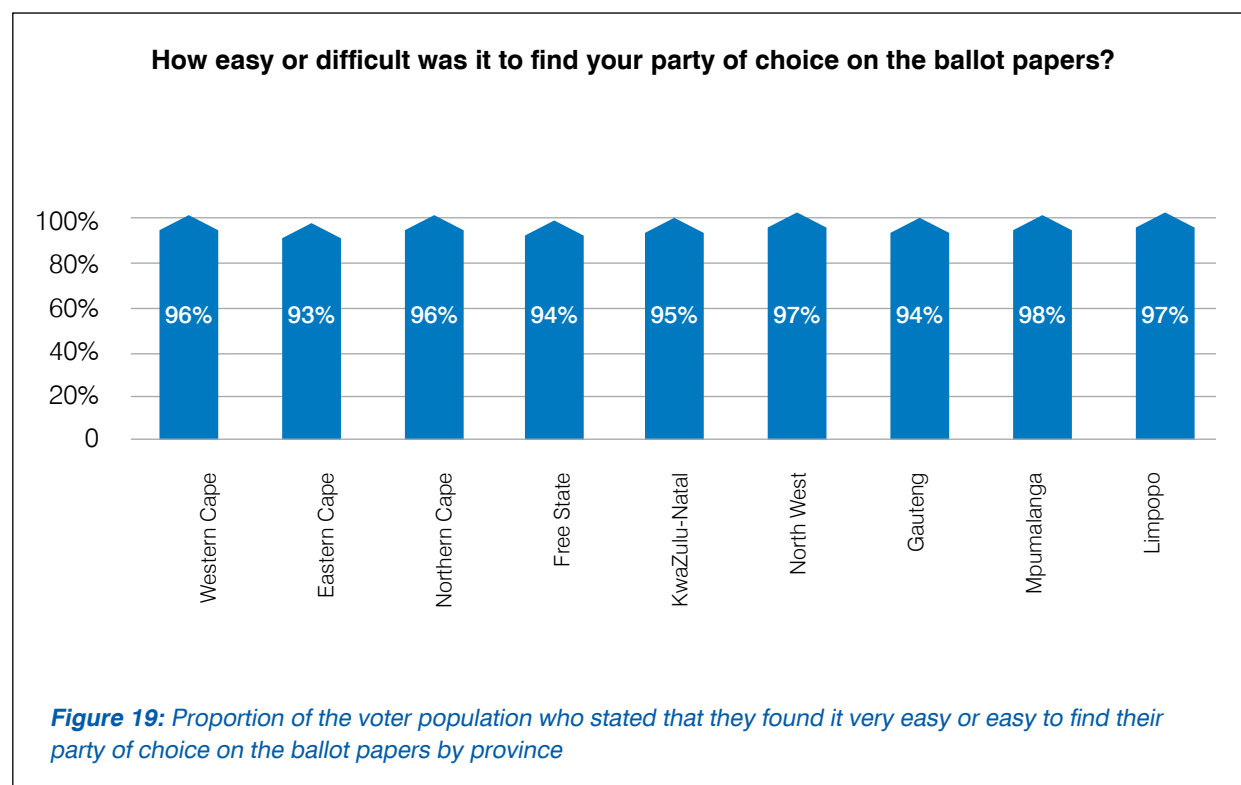
The ballot paper represents a critical material component of the electoral process, and its design is instrumental to the success of any election. A research study, titled “A qualitative study of ballot paper design and political party identification in South Africa”, conducted in 2018/19, proved extremely impactful. The study’s findings were used to inform the design of the ballot papers for NPE 2019. This new design was intended to enable the easy identification of the party of choice by the voter, to facilitate the selection of that party with confidence, to assist in minimising the risks of miscast ballots, and to make party identifiers more distinct.

The Commission then requested a follow-up study to investigate key aspects of the usability of the ballot paper with a view to any further design enhancements, and particularly to explore the implications for balloting education.

The study, which involved a series of focus group discussions with voters, as well as questions posed to voters after they had voted on election day, was conducted in April and May 2020. The aim was to identify potential areas of voter difficulty and generate insight into whether certain ballot design features and options might better enable voters to accurately register their choice in a clear and simple manner.

Voters’ views on the ballot paper are summarised below:

- The Electoral Commission is committed to ensuring that the national and provincial ballot papers are easily usable by the voting public, allowing each voter to quickly and accurately record their preferred choice of party in a context of increasing numbers of contesting parties.
- A total of 95% of voters were satisfied overall with the ballot papers used in this election.
- Similarly, 95% of voters found it easy to find their party of choice on the ballot papers.
- The share of the voting population who found the ballot paper easy to use was highest in Mpumalanga (98%) and lowest in the Eastern Cape (93%).



- Voters were asked if the ballot paper could be improved. Only 18% of the voter population said that they had suggestions to improve the ballot paper for future elections. Of this group, nearly half (46%) thought that the size of the party logos should be bigger. A third indicated that the size of the photographs of the party leaders should be larger, and 31% said that there were too many parties on the ballot paper. Only 20% of this group thought that the way the parties were ordered on the ballot paper could be improved.<sup>3</sup>

### The 2019 Election Satisfaction Survey

The ESS assesses the opinions and perceptions of voters on election day to determine whether the elections are regarded as having been free and fair. Ensuring that elections are free and fair is a central element in ensuring democratic consolidation in South Africa. The survey further aims to assess the operational efficiency of the Electoral Commission. The survey results are available 48 hours after the election and form part of the Commission's official announcement declaring the elections free and fair. Post-election, the results are used to inform operational decision-making in preparing for successive elections. Public opinion surveys of this type are an essential and valuable tool to obtain a national picture of voters' views, as well as their electoral experiences and evaluations.

#### Election satisfaction survey sample

A complex sample design was used in drawing the sample of voting stations to ensure that a nationally representative sample of voting stations was selected so that results of the survey could be properly weighted to the population of registered voters in the country. At the voting stations, fieldworkers used random sampling to select voters to ensure a fair representation in terms of gender, race, age and disability status.

A sample of 300 voting stations countrywide was selected for the purposes of the study. At each voting station, 50 voters were expected to be interviewed during the course of the day. These were divided into four time slots to ensure a fair spread of interviews over different times of the day, when different situational dynamics might have been experienced at the voting stations. Interviewing was conducted by means of computer-assisted personal interviewing.

#### Election satisfaction survey results

##### *General voting experience*

- About 68% of voters took less than 15 minutes to reach their voting stations, with 22% taking between 16 and 30 minutes, 7% taking between 31 and 60 minutes and 3% taking longer than an hour.
- On average, voters waited 16 minutes in the queue before voting.
- Overall, 88% of the voters found the voting stations easily accessible to persons with disabilities and the elderly, while 6% did not.
- About 97% 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 procedure considered the needs of the elderly (93%), persons with disabilities (88%), the partially sighted and blind (80%), pregnant women (81%) and women with babies (81%).

##### *Timing of the decision on political party of choice*

- Decisions about party choice were mostly made months prior to election day (70%), with only a small share deciding upon their voting preference on election day (10%) or during the month prior to election day (19%).

##### *Perceived secrecy of the vote*

- About 97% of voters expressed satisfaction with the secrecy of their vote.

<sup>3</sup> Source: Election Satisfaction Survey, 2019

**Table 22: Voters' satisfaction with the secrecy of one's vote**

	Satisfaction with the secrecy of one's vote
<b>Very satisfied</b>	68.5%
<b>Satisfied</b>	28.6%
<b>Neither satisfied nor dissatisfied</b>	1.9%
<b>Dissatisfied</b>	0.5%
<b>Very dissatisfied</b>	0.2%
<b>(Don't know)</b>	0.2%
<b>Total</b>	<b>99.9%</b>
<b>Total percentage "satisfied"</b>	<b>97.1%</b>

*Political party tolerance*

- About 64% of voters expressed the view that political parties were very tolerant of one another during the 2019 election campaigns, with 21% reported that parties were somewhat tolerant of each other, while 8% perceived intolerance.

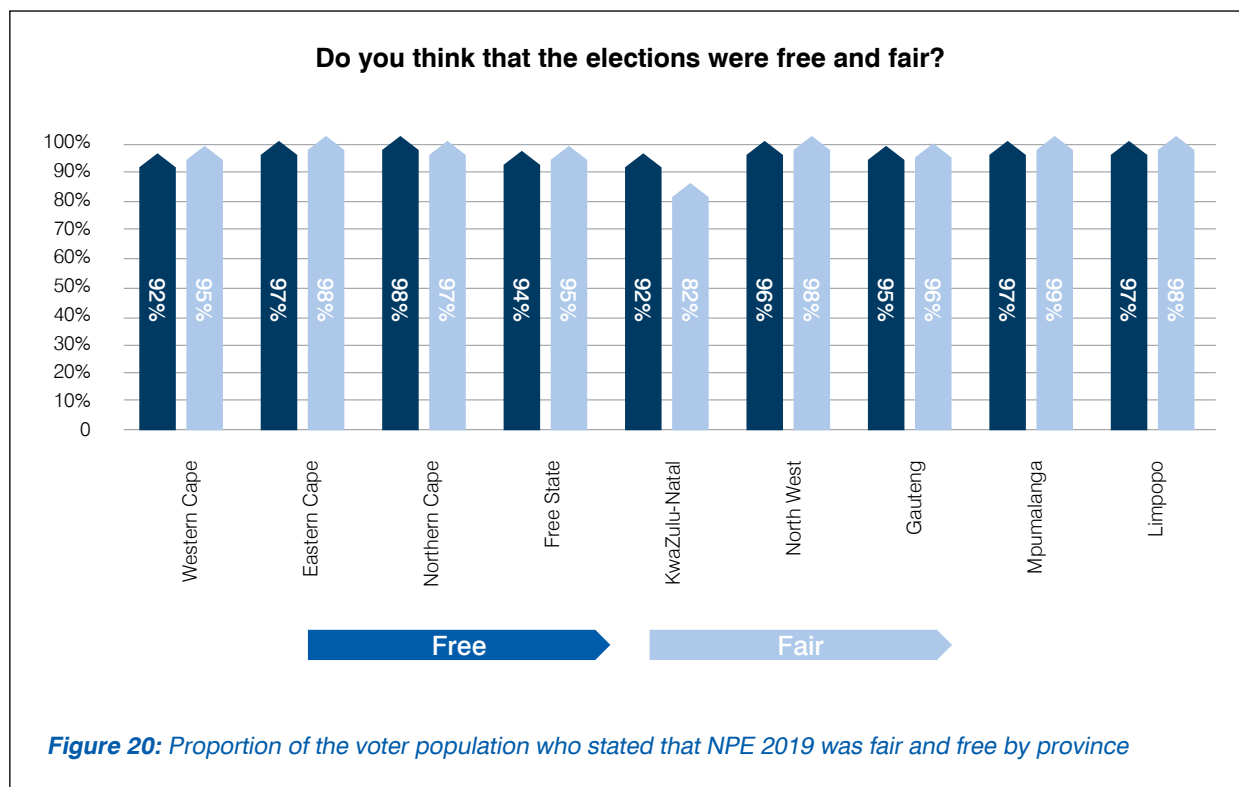
*Electoral freeness and fairness*

- An overwhelming majority of sampled voters (95%) felt that the election procedures were free.
- Similarly, 95% of the voters were of the opinion that the election procedures were fair.

**Table 23: Voters' perception of the freeness and fairness of the election procedures**

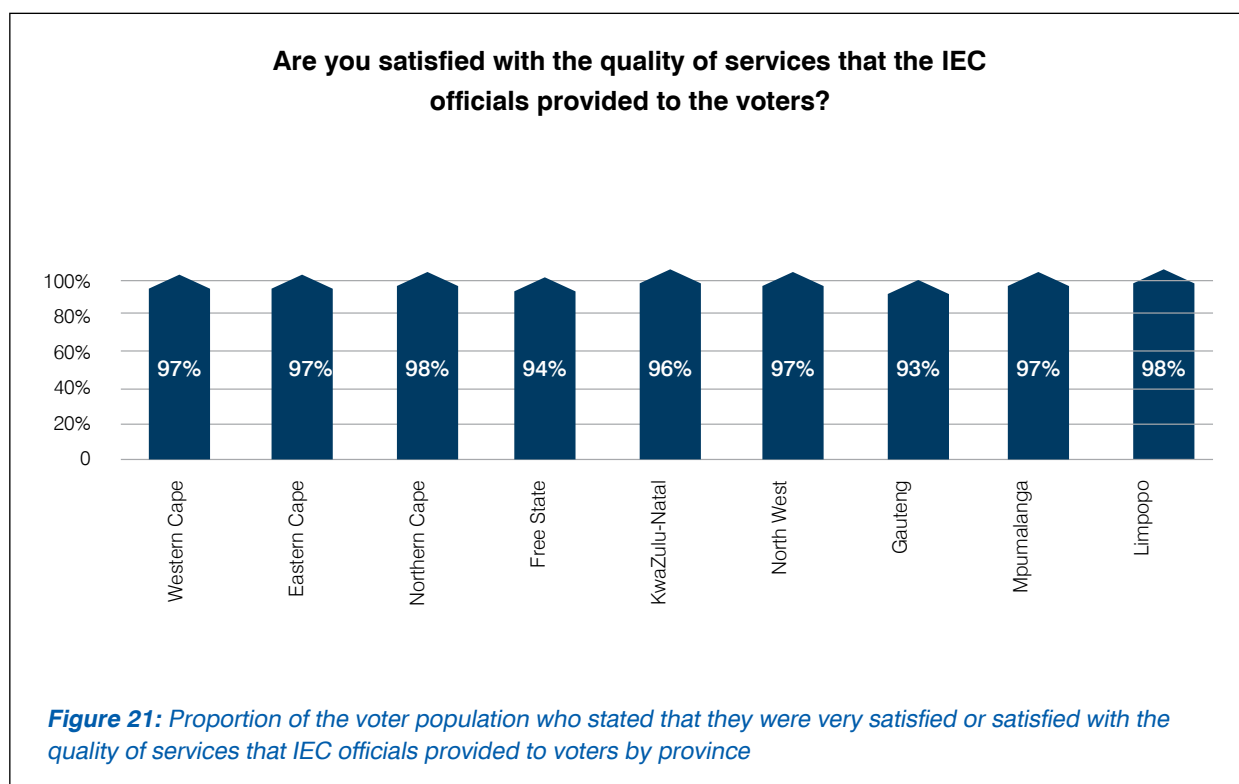
	Election procedures were free	Election procedures were fair
<b>Yes</b>	92.8%	92.6%
<b>Yes, with minor problems</b>	2.3%	1.8%
<b>Not at all</b>	1.8%	3.3%
<b>(Don't know)</b>	2.3%	1.8%
<b>(Refused)</b>	0.8	0.5%
<b>Total</b>	<b>100%</b>	<b>100%</b>
<b>Total percentage "yes"</b>	<b>95.1%</b>	<b>94.45%</b>

- The proportion who thought the elections were free and fair was highest in the Northern Cape and lowest in KwaZulu-Natal.



### The IEC's performance

- About 96% of the voters voiced general satisfaction with the quality of services rendered to voters by IEC officials, with 2% expressing a neutral position and 1% being dissatisfied.
- Voters were asked to rate ten aspects of the conduct of IEC officials at their voting station. Overall, there was a very positive assessment of officials. They rated officials as extremely helpful (82%), cooperative (83%), patient (83%), friendly (84%), professional (81%), honest (81%), considerate (81%), knowledgeable about elections (81%), interested in their jobs (71%) and impartial (81%).
- Voter satisfaction with the IEC's performance was highest in the Northern Cape (98%) and lowest in Gauteng (93%).



### Voter education

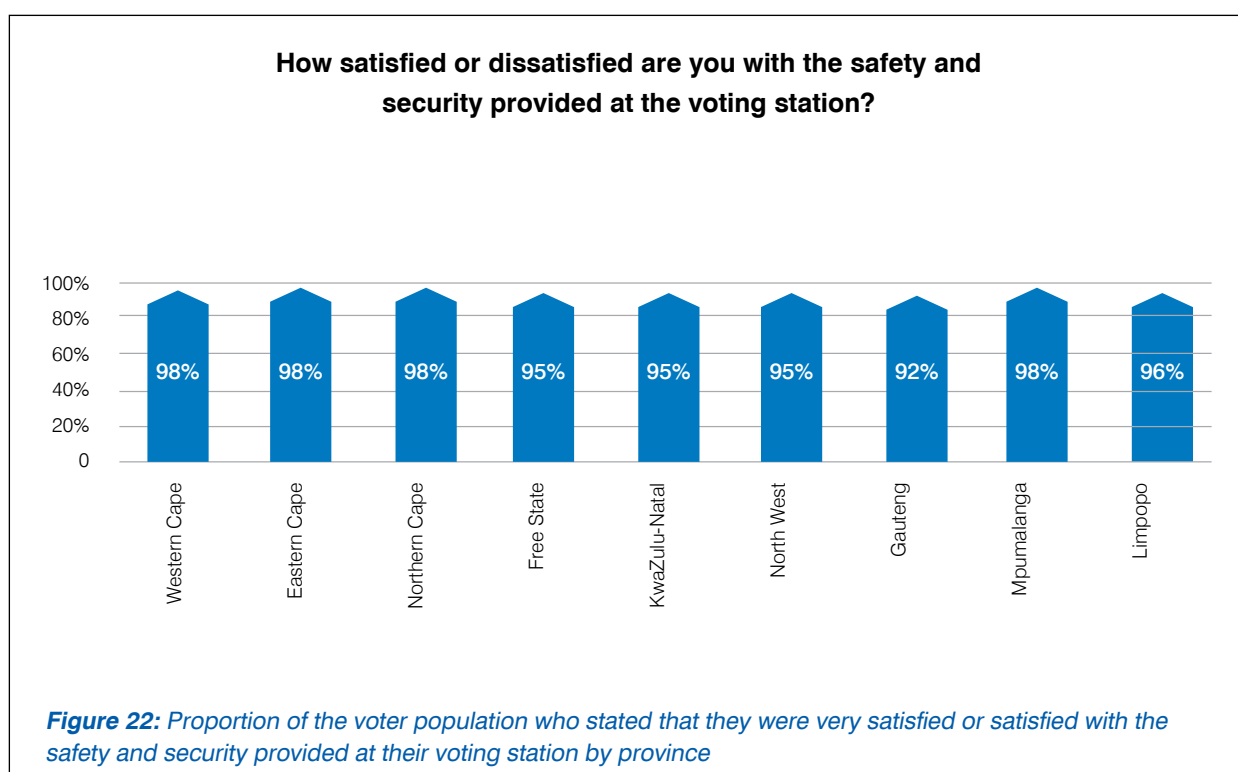
- About 63% of voters believed that the IEC's voter education was very effective, 25% somewhat effective (total effectiveness = 88%), and 3% indicated that it was ineffective. Some 8% were uncertain or unsure of how to respond to the question on voter education effectiveness.
- Voters were asked to indicate the extent of the usefulness of various informational sources to which they had access in providing them with information about voting. Radio and television (both 92%) were regarded as the most useful information sources about voting. Radio was rated as more useful by voters in the North West (98%) than by voters in the other provinces, and least useful by voters in the Western Cape. A similar pattern was observed for voters' attitudes towards television.
- Posters and billboards (88%), as well as political parties (86%) and pamphlets (80%), fared as well as conventional media.
- Slightly lower, but still resolute levels of perceived usefulness were reported in relation to the IEC's communication campaign (77%). The communication campaign was rated least effective by voters in the Free State (65%) and most informative by those in North West (89%). Voters did not consider civil society organisations (75%), social media (74%) and workshops (67%) useful in the communication campaign.
- The IEC's website was rated as useful by 55% of voters who had access to these forms of media, which was lower due to the higher share of voters reporting "don't know" responses (31%). This suggests that a considerable share of internet users have not browsed the IEC's website, which could serve as an area for future voter education campaigns. The website was rated as least informative by voters in the Free State (49%) and most informative by those in North West (81%).

### Satisfaction with new procedures to validate addresses

- Following the ruling of the Constitutional Court regarding correct and complete voters' addresses being on the voters' roll, the Electoral Commission expected voters without an address or with an incomplete address to provide address details before they voted. This procedure was part of the voting process at each voting station in NPE 2019.
- Taking all things into account, 89% of voters reported that they were satisfied or very satisfied with these procedures to check and update the home addresses of voters at their voting station.

### Safety and security

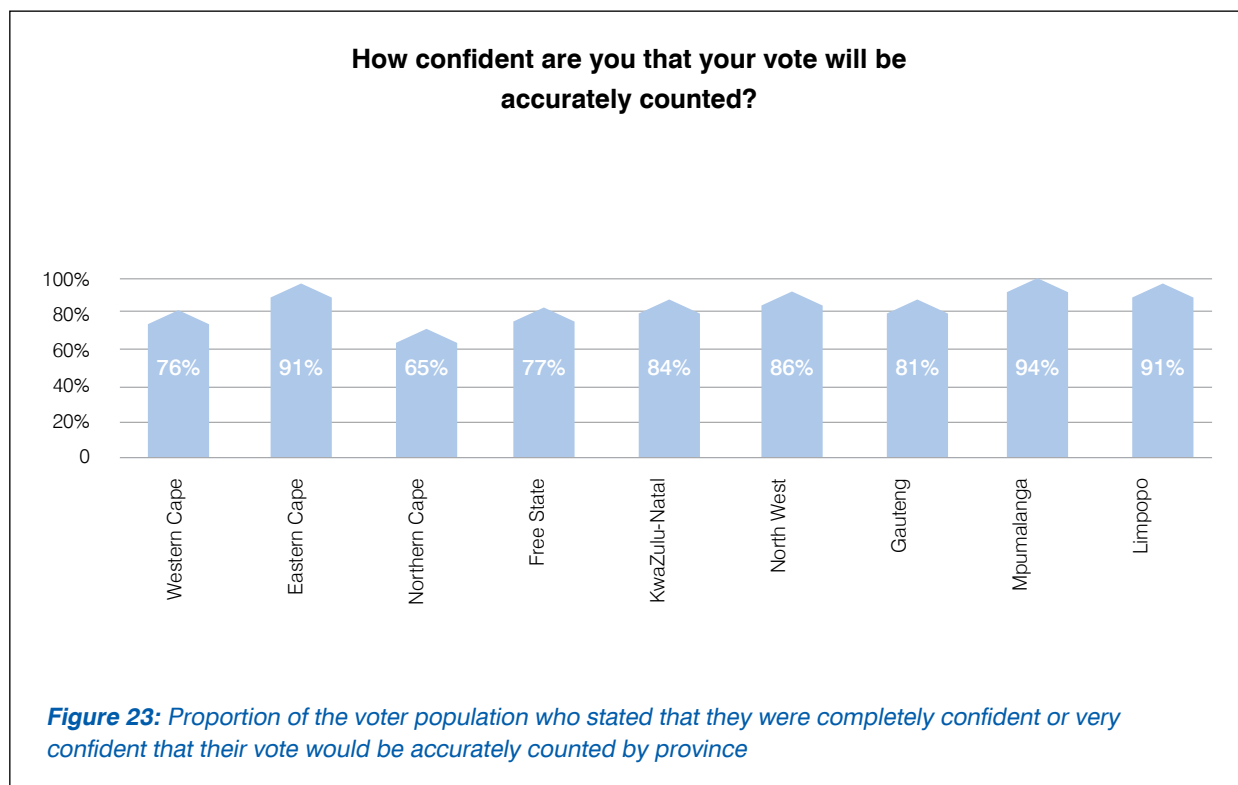
- Some 96% of voters expressed satisfaction with the safety and security that was provided at their voting station.
- The percentage of voters who were satisfied with the safety and security at their voting stations was highest in Mpumalanga (98%) and lowest in Gauteng (92%).





### Confidence in the vote counting process

- In total, 84% of voters were completely or very confident that their vote would be accurately counted (58% completely confident; 26% very confident). Only 2% said that they were “not confident at all” in the vote counting process.
- The proportion of voters who were reasonably confident that their vote would be counted accurately was highest in Mpumalanga (94%) and lowest in the Northern Cape (65%).

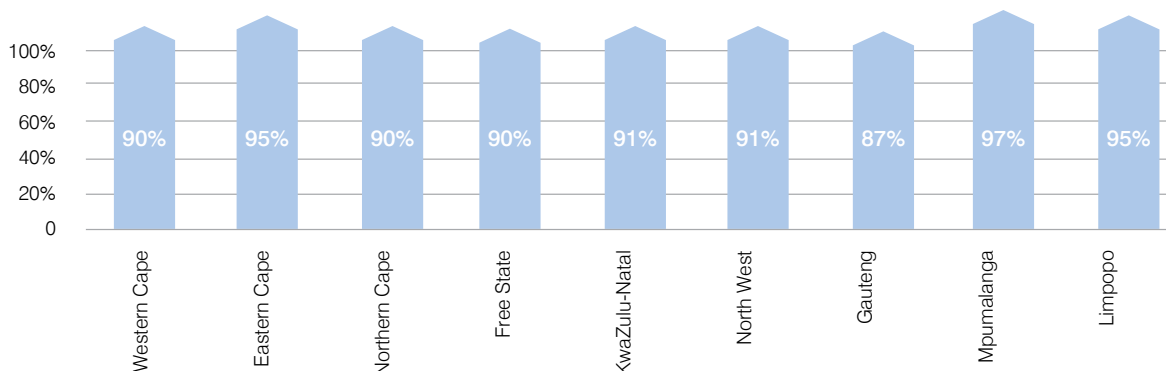


### Overall confidence in the Electoral Commission

- Taking all things into account, 92% of voters indicated that they trust or strongly trust the Electoral Commission in general, while only 5% were neutral, and 2% were distrusting of the IEC.
- The proportion of voters who said that they trusted the Electoral Commission was highest in Mpumalanga (97%) and lowest in Gauteng (87%).

Based on an assessment of voter interviews collected on election day, the HSRC found that the voting public was overwhelmingly confident that NPE 2019 was both free and fair. As with previous national and provincial elections, as well as municipal elections, voters provided an overwhelmingly positive evaluation of the management performance of the Electoral Commission and the conduct of officials at voting stations. These voter evaluations point firmly to the continued integrity of elections in the country.

### Taking all things into account, to what extent do you trust or distrust the Electoral Commission?



**Figure 24:** Proportion of the voter population who stated that they strongly trusted or trusted the Electoral Commission by province

#### The Vision Study

As the Electoral Commission prepared for the setting of strategic goals for the years 2020 to 2025, a vision study was commissioned to focus inwards and facilitate participatory processes among the full staff establishment to reflect on what should constitute the new strategic vision. The study aimed to understand employee perspectives on the Commission's Vision 2018 and to establish whether it required any updating to take account of new developments within the organisation and externally within South Africa's sociopolitical context. A number of internal and external organisational factors, including the changes in national strategic planning processes and the fact that the vision was titled "Vision 2018", necessitated the review of the vision.

Part of the rationale for the study was an understanding that employee alignment to an organisation's strategic vision has a positive effect on organisational performance. This is a key contributor to organisational success. Alignment encourages and stimulates employees' productivity and creativity, which enables organisations to perform more effectively and realise their goals and objectives.

The specific objectives of the study were to do the following:

- Understand the level of employee knowledge and awareness of Vision 2018
- Evaluate the extent to which organisational experiences match up to the guiding vision, values and strategic priorities embedded in Vision 2018

- Determine whether there is a perceived need for the Vision 2018 document to be updated and, if so, in what way
- Highlight key findings on employee attitudes towards Vision 2018

The study contributed to the Electoral Commission's new strategic vision titled "Vision Electoral Excellence", adopted in February 2020, which articulates the strategic priorities to be met by the Electoral Commission.

#### COMMUNICATIONS

A strategic priority of the Electoral Commission is to inform and engage citizens and stakeholders in electoral democracy. The role of the communications function in this regard is to advance and promote electoral processes through communication campaigns on diverse platforms to sustain visibility and voter interest across the electoral cycle.

The key internal and external communication campaigns for the 2019/20 financial year were as follows:

- NPE 2019 campaign
- By-elections
- Hearings into the Political Party Funding Act Regulations
- International Electoral Affairs Symposium Awards
- Social Media Conference: Safeguarding electoral integrity in the Digital Age
- Refreshed vision: Electoral Excellence
- Novel Coronavirus (COVID-19)

These campaigns typically engage the full spectrum of the Electoral Commission's communications function, including internal and external communications, media relations and reputation management, events management, stakeholder relations, branding, and the production of publications across a range of traditional and new digital media channels.

### **NPE 2019 campaign**

For NPE 2019, the Electoral Commission was tasked with imagining and creating a communications campaign that would drive voter registration and engagement among new voters, particularly South Africans under the age of 30, while maintaining conversations and connections with older voters. The final campaign featured young South Africans from all walks of life expressing their reasons for grasping the importance of voting in NPE 2019 under a newly created word: Xsê.

Xsê is a multiculturally understood colloquial South African term that can be used in many situations, especially when one wants to be heard. Elections allow for an individual's voice to be heard, hence the expression. Moreover, it is a clever play on the "X" that voters put on the ballot paper.

The vibrant and innovative Xsê! communication campaign was a highlight of NPE 2019 and was warmly received by all stakeholders. The campaign clearly resonated with all South Africans.

The election phase of the campaign aimed to drive all registered voters to cast their ballots on all the days of voting – be it overseas voting on 27 April 2019, special voting on 6 and 7 May 2019, or on election day (renamed #XsêDay) on 8 May 2019.

During the intensive Xsê campaign period, the aim was to maximise spend and reach as many voters as possible, irrespective of their location, age, social demographic and access to traditional and/or digital media.

### **Campaign highlights**

The Electoral Commission's voting campaign was focused on the following media platforms:

#### *Television*

The television campaign ahead of voting flighted across the three main television channels of the SABC (SABC 1, SABC 2 and SABC 3) from 15 April to 8 May 2019 with programme sponsorships and generic commercials. The campaign was quite a success as it contributed significantly to the voter turnout and engagement or conversations leading up to election day. It had a reach of 79.8%.

#### *Radio*

Radio was the bedrock of the voting campaign. It allowed the Electoral Commission's messages to reach every corner of country with 18 SABC radio stations, 11 commercial stations and many community and regional radio stations running advertising commercials in all 11 official languages. During the election campaign, which ran from 15 April to 8 May 2019, 30-second and 45-second recorded generic adverts flighted on 27 mainstream radio stations (including 15 SABC stations), three online radio stations and 47 community radio stations with a reach of 75.1%.

#### *Print*

The print strategy focused on running print advertisements of various sizes in 14 mainstream newspapers and 115 community newspapers that cut across all nine provinces during the voting campaigns.

#### *Out-of-home activation*

The Electoral Commission pursued various formats, sizes and platforms in its out-of-home activation campaign. The approach was to have various touchpoints and destinations so that the Commission could reach as wide an audience as possible across all nine provinces. Touchpoints included major arterials, township exit and entry points, commuter nodes, rural mobile environments and sites deep in the townships. During the voting period, 126 billboards were activated, supplemented by 249 bus "backs", and 13 transit television billboards.

#### *Social media*

Following the success of the Electoral Commission's digital and social media campaign in NPE 2014 and NPE 2016, these channels were once again key in the NPE 2019 communications drive. These campaigns succeeded specifically in targeting younger, first-time voters over the course of the election campaign.

The Electoral Commission's digital campaign throughout the voting periods focused on its social media platforms, particularly Facebook and Twitter, Google Search and banner advertising, as well as home-page takeovers of major news sites, such as News24.com, TheCitizen.com and others. This created awareness and drove voters to the website during voting in South Africa and abroad, and communicated various other milestones in the election timetable.

The campaign also included Please Call Me and SMS campaigns, which succeeded in targeting less affluent voters, especially those not yet registered. The campaign served over 100 million Please Call Me ad tags. Ahead of voting, 428 435 SMS messages were sent to 18- to 23-year-old users in rural areas to invite them to vote.

The campaign linked viewers of advertised Facebook posts and carousel adverts, non-paid-for Facebook posts, and mobile “Please call me” adverts to the Electoral Commission’s website, with weekly posts providing eligible voters with information on the registration and address update process.

During the election period, content on Facebook, Instagram, Twitter, YouTube, SnapChat, Waze and the mobile web focused on educating voters about the importance of voting. Although the Electoral Commission focused on driving traffic to its website, it still enjoyed the following significant growth in key social media platforms:

- The number of Twitter followers showed good growth from about 196 000 followers in January 2019 to 214 000 followers by the end of May 2019, a figure it had maintained by the end of the financial year (216 000 followers). During the election period, the Electoral Commission’s Twitter profile ranked seventh in the top 10 government Twitter profiles in South Africa.<sup>4</sup>
- Facebook likes increased from some 336 000 followers in early 2019 to over 365 000 followers by the week of voting in May 2019. Worth noting is that the Electoral Commission maintained its top spot on Socialbakers.com’s listing of the largest audience on South Africa’s government Facebook platforms, and its Facebook page continued to rank as one of the fastest-growing government pages in South Africa in early 2019.
- YouTube videos performed well over the course of the election campaign. Ahead of voting, video ads on YouTube delivered over 2.1 million impressions and generated over 107 000 video views.
- The Electoral Commission’s relatively new presence on the Instagram photo-sharing platform grew to some 2 500 followers.

<sup>4</sup> Source: Socialbakers.com

## Media relations and events management

Over the years, the Electoral Commission has nurtured and enjoyed a dynamic relationship with the South African media to ensure that the electorate is extensively informed on the voter registration drives and elections. The media plays an essential communication function in any democracy, particularly during an election period.

The media bears the significant responsibility of ensuring that the electorate is provided with the information it needs to make informed decisions about electoral processes. During the election period, an expanded communications team facilitated enquiries and interview requests from over 600 local and international journalists, and facilitated their accreditation for the 10 ROCs.

In total, 76 interviews were conducted and seven media briefings with live broadcasts were recorded between 2 and 11 May 2019, with over 200 media statements issued.

The Electoral Commission’s election events are held following the proclamation of the elections by the President of the Republic of South Africa. The purpose of these events is to inform stakeholders about the readiness of the Commission to conduct elections.

The following events were hosted during the election period in the 2019/20 financial year:

- Pledge and signing ceremonies for the Code of Conduct, followed by the ballot paper draw on 20 March 2019 and the signing of nine provincial codes of conduct around the same time
- Launch of the national ROC on 30 April 2019 and the nine provincial ROCs around the same time
- Results announcement and gala dinner.



## Media monitoring

As part of its communications and reputation management function, the Electoral Commission ensures that coverage of its activities is widely tracked and any disinformation corrected immediately. Over the period 1 April to 30 June 2019, the IEC received 10 044 mentions across all channels with an advertising value of R1 891 959 760.

Media mentions can be broken down as follows:

- Online: 5 869 (58%)
- Print: 3 072 (31%)
- Broadcast: 1 103 (11%)
- Total: 10 044

In terms of sentiment, most of the coverage was neutral (74%), with 20% being positive and 6% being negative.

## Contact centre

During the 2019 election year, the demand for information from the South African electorate necessitated the Electoral Commission to establish an inbound contact centre. The purpose of the contact centre was to allow eligible voters to clarify any queries they may have had with respect to the electoral process.

This included enquiries about the status of addresses on the voters' roll, voting stations and processes related to the updating of addresses and general voter registration so that members of the public may meaningfully participate in the electoral process.

The contact centre could be accessed through a toll-free number (0800 11 8000), via email and through social media applications such as Facebook and Twitter. It was operational from the election launch in January 2019 until about a month after the elections in mid-June 2019.

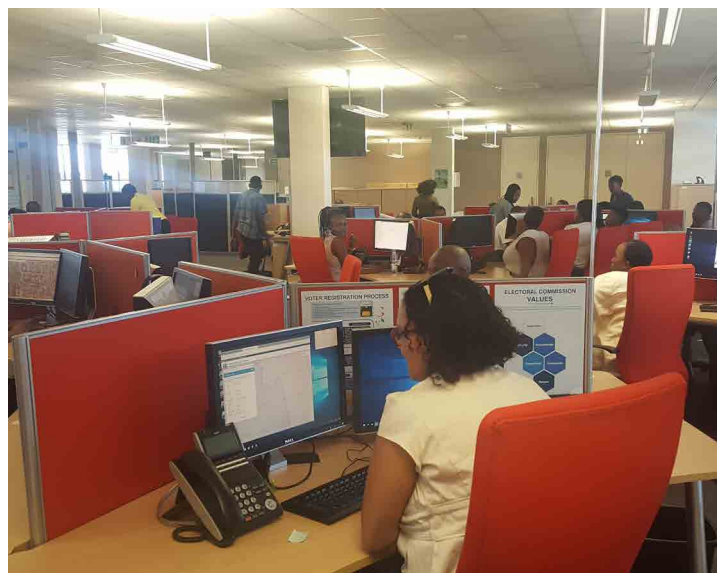
Operating hours were from 08:00 to 17:00 on weekdays and from 08:00 to 20:00 during the week preceding the elections.

During an intensive training period, Electoral Commission training staff provided training to some 300 contact centre agents. This training mirrored that received by temporary election officials. These agents were equally assessed for competence as an information resource to members of the public prior to and during both events.

A novel feature of the contact centre was the activation of a chatbot on the Electoral Commission's Facebook page in December 2018. A chatbot is a piece of automated messaging software that uses artificial intelligence to converse with people. Bots are programmed to understand questions and provide answers.



*The NPE 2019 contact centre in Midrand, staffed by about 100 agents during the week of voting*



From a customer's perspective they are a friendly and accessible time-saver. This chatbot assisted the Electoral Commission's contact centre by attending to nearly 10 000 queries between 1 April and the end of May 2019 when it was disabled.

The following are salient statistics that provide a glimpse of the contact centre operations for NPE 2019 during the 2019/20 financial year:

- Total inbound calls from 1 April to 7 June 2019: 29 346 routed calls; 28 355 calls answered (96%)
- Interactive voice response (an auto-attendant, active from 18 April 2019): FAQs: 9 429; registration status: 7 808
- Languages accounting for the greatest call volumes: English (18 410 routed calls or 62.7%), Afrikaans 3 902 calls or 13.2%) and isiZulu (3 290 calls or 11.2%)
- Total number of emails received: 7 989 in total, with 5 745 valid responses sent.

## Publications

To help ensure accurate reporting by the media of NPE 2019 and the ensuing results, and to empower political parties with all the necessary election information, the Electoral Commission published a Guide to the 2019 National and Provincial Elections. Some 5 000 copies were distributed to stakeholders in attendance at the national and provincial results operations centres in the week of voting and the days leading up to the results announcement.

## Digital disinformation initiative

One of the fastest growing areas of threat to elections around the world is disinformation via digital platforms, which has the potential to negatively impact on the freeness, fairness and credibility of an election.

Noting the rise in disinformation, the Electoral Commission put measures in place to address this challenge ahead of and during NPE 2019. The principle behind the initiative was the need to strike an appropriate balance between the integrity of the elections and the Bill of Rights. The pertinent constitutional provision was section 16, which guarantees freedom of expression to the inhabitants of the Republic.

To this end, all measures taken were informed by the principles of transparency, diversity and credibility of information, accountability and inclusivity in their development and implementation.

The Electoral Commission partnered with key civil society and media institutions in planning and developing appropriate measures to combat disinformation, including Media Monitoring Africa, the South African National Editors Forum (SANEF) and the South African Press Council. One of the contributions of the partners included the development of a website for complaints and the reporting of incidents of digital disinformation.

The Commission also engaged with leading social media platforms to ensure rapid response when necessary to deal with disinformation, including the largest and most locally popular social media platforms of Facebook, Twitter and Google.

Noting the experiences of other countries, the joint disinformation initiative involved three key aspects for NPE 2019:

- *Online platform for reporting complaints regarding possible disinformation:* An online facility was created ([www.real411.co.za](http://www.real411.co.za)) where any person could quickly and easily report allegations of disinformation to the Electoral Commission for investigation. The online platform included a step-by-step guide to lodging a complaint. Reporting complaints via online facilities about abuses that involve the use of digital

platforms speeds up the necessary follow-up within the cyber environment. All complaints received were first assessed by an automated response, which checked to see whether the complaint had previously been received. It also acknowledged receipt of the complaints. Thereafter, initial consideration was given to whether it needed further investigation. Those complaints that were found to require further investigation were referred to teams of social media experts comprising members of the media, civil society partners and others brought in to assist in assessing the complaints. This committee then made recommendations to the Commission via the Directorate for Electoral Offences for further action if required. Such further action could include requesting the social media platform to remove or deal with any offensive content in line with their processes, issuing a warning to the public about false information and/or engaging with any political parties or candidates involved. Progress regarding any complaints logged on the website could be tracked online by the complainant who was issued with a reference number for the complaint.

- *Repository for party political adverts:* An online repository was developed where contesting political parties were encouraged to download copies of all their campaign material, including copies of television, radio, print and online adverts, brochures, flyers, pamphlets, billboards and posters. The repository could then be used as a database by stakeholders (including the Electoral Commission, the media, analysts, commentators and other political parties) against which material could be checked to establish whether the material was authentic or whether it had been digitally altered or manipulated. The repository was part of the [www.real411.co.za](http://www.real411.co.za) website.
- *Conducting a digital literacy campaign to help raise awareness of disinformation:* Education about disinformation aimed at helping voters and other stakeholders to spot “fake news” was critical to the success of the initiative. The education campaign included digital and radio advertisements, along with workshops for the media. A number of social media platforms and partners also ran their own digital disinformation education campaigns in South Africa during the election period.

The initiative was launched by the Commission and its partners at a media conference on 1 April 2019. This was followed by a series of engagements and media interviews by members of the Commission and its partner organisations during the election period to popularise the platform and its initiatives. This project concluded at the end of the elections on 11 May 2019.

A total of 74 complaints of disinformation were processed by the Commission during the pilot project. However, none were found to constitute actual disinformation

(defined as the intentional use of false or misleading information intended to unfairly affect the administration or outcome of the election). A number of the complaints related to the tone and content of messages by political parties and contestants that have the ability to cause offence and/or undue political tension. In these instances, the Electoral Commission addressed these complaints with the relevant political parties.

Several complaints referred to news articles or opinion pieces on news media websites. Complainants were referred to the Press Council, where appropriate, noting, however, that journalists reporting on what politicians said is not disinformation.

Another area of potential confusion that emerged related to the nuances of satire. Satire has an important role to play in political commentary and the Electoral Commission is committed to ensuring that free speech is not undermined in the prevention of disinformation. However, in using original images of political party material in what purports to be satire, there can be confusion as to what emanates from the political party and what does not.

Among the key positive outcomes of this pilot project included establishing strong relationships with civil society, the media and social media platforms, raising awareness of disinformation among the electorate and contestants, and establishing new digital processes to quickly report and investigate complaints.

A key learning from the initiative was that considerable work remains to be done by all stakeholders to educate the public about the dangers of disinformation, especially through social media and to arm voters with the means to spot disinformation.

### **International Electoral Affairs Symposium Awards**

The International Electoral Affairs Symposium Awards took place at the Durban International Convention Centre from 17 to 19 February 2020.

The Electoral Commission co-hosted the event together with the International Centre for Parliamentary Studies and managed the logistical arrangements for the 60 delegates. It has been noted that these awards are the equivalent of the Oscars in electoral democracy. The Electoral Commission won the award for Electoral Conflict Management for its conflict mediation project and was runner-up with its Real 411 project in the category for Citizen's Engagement.

### **Social Media Conference: Safeguarding electoral integrity in the Digital Age**

The Electoral Commission of South Africa, in partnership with the UNDP in South Africa, hosted a conference for African election management bodies on the impact of social media on the integrity of elections at the Cape Town International Convention Centre from 2 to 5 March 2020.

Themed "Safeguarding electoral integrity in the Digital Age: Strategies for combatting digital disinformation", the conference brought together experts in social media and elections from around Africa and beyond to share experiences in harnessing the benefits and mitigating the risks of social media. Speakers and panelists were drawn from around the world, including New York, London, Nairobi, Addis Ababa, Johannesburg, Maputo and Tunis. Commissioners and senior executives from more than 34 African election management bodies were in attendance and formed part of the approximately 200 invited guests.

The interactive conference sought to provide participants with an opportunity to learn about the benefits and threats of social media on electoral democracy. Lessons were shared about how African election management bodies and other electoral practitioners mitigate these threats and engage best practice in the use of social media and the prevention of its abuse in electoral democracy.

The conference resolved to explore the possibility of a continent-wide construct to regulate the use of social media in elections.





# 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 PFMA and its various regulations. Parliament, the Executive Authority, the Commissioners and the CEO 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. Several interactions with the Portfolio Committee on Home Affairs took place during the course of the year under review. These included the following sessions:

- **2 July 2019:** Briefing on annual performance plans, strategic plans and budgets for 2019/20 financial year
- **28 August 2019:** Oversight visit to the Electoral Commission
- **8 October 2019:** Briefing on Annual Report for 2018/19 financial year
- **19 November 2019:** Briefing on high-level panel recommendations on electoral reform
- **3 March 2020:** Briefing on 2020/21 budget

## 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 Executive Authority. These reports are discussed at meetings of the Commission, as well as through the management process of the Electoral Commission. Issues raised at these meetings are considered when implementing plans for the remainder of the year.

## 4. The Commission

The membership of the Electoral Commission is provided for in terms of section 6 of the Electoral Commission Act. The Commission meetings attended and the members of the Commission for the year under review are as follows:

*Table 24: Commission meetings*

Name	Date appointed	Number of meetings attended
Mr Glen Mashinini	17 April 2015	11
Ms Janet Love	20 April 2016	10
Dr Nomsa Masuku	8 November 2018	10
Mr Mosotho Moepya	8 November 2018	11
Judge Dhaya Pillay	8 November 2018	9

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 number of committees to process matters for resolution in Commission meetings.

## 5. Risk management

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

An annual strategic planning workshop was held, involving Commissioners, senior management, and representatives of staff, where the Strategic Plan, Annual Performance Plan and Technical Indicator Descriptions were reviewed. A new vision for the Commission was crafted at this workshop. Risks were also identified that would potentially prevent the Electoral Commission from achieving its objectives. Seventeen operational risk registers, which included those for the nine provinces and eight national departments, are completed quarterly for their respective areas of responsibility. These are used as a basis, together with the knowledge and experience of the ERMC, to review and update the strategic risk register, which is completed at the quarterly meeting of the ERMC.

## 6. Internal control

The Electoral Commission's system of internal control is well established and operates efficiently and effectively. A process of continuous review and improvement is in place and standard operating procedures have been drafted and are updated as necessary. Findings from internal and external audit reports are tracked and the relevant process improvements are implemented in terms of the agreed actions and time frames.

## 7. Internal Audit and Audit Committee

The Electoral Commission appointed a co-sourced internal audit panel to assist the CAE to deliver internal audit plans up to and including the finalisation of the 2022/23 audit cycle.

Where applicable, the CAE assigns audit projects that require specialist skills to firms that illustrate such competencies on an outsourced basis. The CAE reports functionally to the statutory Audit Committee and administratively to the Accounting Officer.

The Audit Committee operates within its written terms of reference to timeously execute its responsibilities.

The Audit Committee convened nine meetings during the financial year. Details of the individual members of the Audit Committee and attendance at meetings during 2019/20 are as follows:

**Table 25: Audit Committee members**

Name of member (all external)	Qualifications	Date appointed	Attended	Apologies	Total attended	Retired
<b>Ms J Meissner (Chairperson)</b>	CA(SA)	May 2016	9	N/A	9	
<b>Adv CH Wessels</b>	LLM	August 2016	2	1	2	31 July 2019
<b>Mr CD Boltman</b>	MBA	June 2017	9	N/A	9	
<b>Dr MEC Moleki</b>	PhD	March 2018	9	N/A	9	
<b>Ms SP.Mzizi</b>	CA(SA)	August 2018	7	2	7	
<b>Adv T Mohapi</b>	LLM	February 2020	1	N/A	1	

**Table 26: Audit Committee attendance**

Name of member	4 April 2019	29 May 2019	25 July 2019	22 August 2019	5 September 2019	21 November 2019	27 January 2020	13 February 2020	25 February 2020
<b>Ms J Meissner (Chairperson)</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Adv CH Wessels</b>	✓	×	✓	<b>Retired</b>					
<b>Mr CD Boltman</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Dr MEC Moleki</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Ms SP Mzizi</b>	✓	×	×	✓	✓	✓	✓	✓	✓
<b>Adv T Mohapi</b>									✓

Officials of the Office of the Auditor-General, the CAE and members of the Internal Audit Activity, the Accounting Officer and the Chief Financial Officer have attended general sessions of the Audit Committee sittings.

The Audit Committee also held confidential discussions with the Auditor-General, Internal Audit, as well as with the Accounting Officer as and when required.

In addition, the Audit Committee, in terms of Treasury Regulation 3.1.15, also shares information on oversight matters with the Commission sitting collectively as the Executive Authority. To this end, these Audit Committee reports are tabled to the Commission after discussion with the Accounting Officer.

## 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 the 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 communication campaign to reinforce the Electoral Commission's zero tolerance of fraud and corruption.

During the latter part of 2016, a company was appointed that specialises in whistleblowing processes to ensure that suspected fraud and corruption cases are handled independently and objectively.

## 10. Minimising conflict of interest

The Electoral Commission recognises that conflicts extend beyond procurement matters, and, on 18 March 2016, the Commission approved a Conflict of Interest Policy that addresses the broader issues related to conflict of interest. The need to be aware of potential conflicts and how to address these is reinforced at financial management workshops.

## 11. Code of Conduct

The Electoral Commission has a Code of Conduct that 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 twice to carry out its functions in terms of the Act.

## 13. Social responsibility

The Commission has established a Governance and Ethics Committee, which will develop a Policy on Social Responsibility. Currently, the Electoral Commission's employees 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 2020.

### Audit Committee responsibility

The Audit Committee has been established in terms of section 77 of the PFMA of 1999, as amended, and hereby confirms that it has complied with its responsibilities as set out in Treasury Regulation 3.1. The Audit Committee has adopted formal terms of reference as its charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The purpose of the Audit Committee is to assist the Executive Authority in fulfilling its oversight responsibilities, and the Accounting Officer in fulfilling executive duties regarding the financial reporting process, the management of risk, the system of internal control, the audit process, and the entity's process for monitoring compliance with laws, regulations and code of conduct. The Committee also has a primary responsibility to the public to form an opinion on the effectiveness of those issues within its ambit, and communicates this in the annual report as required by the Treasury Regulations.

Details of its composition, meetings held and attendance are reflected in Part C, page 85 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 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 further improvements in the internal control system, and management has committed to address those inadequacies and weaknesses identified, specifically relating to the slow turnaround in enhancing the ICT governance environment.

### Performance information

The Audit Committee recommended the adoption of the 2019/20 quarterly performance reports of the Chief Electoral

Officer to the Commission and recommended that internal validation controls be enhanced for results reported.

### Risk management

In addition to the information on risk management reflected in Part C, page 84 of the Annual Report, the Audit Committee is satisfied that some progress on the implementation of enterprise risk management is being made.

### Compliance with legal and regulatory provisions

The Audit Committee remains concerned with the level of non-compliance with supply chain management laws and regulations and the instances of irregular and fruitless and wasteful expenditure reported. However, the Audit Committee is comfortable that necessary steps in consequence management are underway.

### Internal audit

The Accounting Officer is obliged, in terms of Section 38 of the PFMA, 1999, to ensure that the entity has a system of internal audit under the control and direction of the Audit Committee. In addition to the information on internal audit reflected in Part B, pages 25 to 26 of the Annual Report, the Audit Committee hereby wish to express its satisfaction with the percentage completion against plan achieved by the Internal Audit activity. The Audit Committee commends Internal Audit for the focus to further enhance governance, risk management and controls operating in the electoral management value chain through selected assessments along the electoral cycle, and accordingly endorses the approach for end-to-end audit observations on Election Day.

The Audit Committee also wishes to report that management has committed to address the root causes of the tensions that prevail in the audit-enabling environment and furthermore commends the Accounting Officer for agreeing to table a progress report on agreed actions at each meeting of the Audit Committee going forward.

## Governance arrangements

The Audit Committee acknowledges the progress that the Commission is making towards finalising a governance framework for the constitutional institution. Towards assisting this process, the Audit Committee has formally tabled an independent opinion to the Commission, acting jointly as the Executive Authority, as well as separately as the Accounting Officer towards agreeing on the position fit of statutory functions in the institution.

The Audit Committee is confident that this engagement process will result in further enhancements to spawn value add through independent statutory oversight over the operations of the Electoral Commission of South Africa. In addition, the Audit Committee envisages to seek inputs from National Treasury, as well as the AGSA, to assist with clarifying the optimal flow of statutory considerations required from the Audit Committee for its quarterly and/or special sittings during a financial year.

## Other identified concerns

The Committee hereby highlights the following matters of concern:

- Protracted delays in the appointment of the Chief Risk Officer capacity to embed risk management within the organisation, which has resulted in inadequate risk management processes.
- An inadequate ICT governance environment and lack of adequate consequence management.
- Timelines to agree on the recommended 2018/19 internal audit roadmap to enhance the audit-enabling environment that has not yet been finalised with the Accounting Officer and the Commission.
- Uncertainty in the application of the GRAP 20 standard in a constitutional institution as was envisaged by National Treasury in the Accounting Guide of February 2020. In this regard, the Audit Committee recommended that management should further engage the AGSA on the consistent application of the related party disclosure.
- The Audit Committee will, in the ensuing weeks, preside over behavioural complaints that were reported by the AGSA during the latter parts of the external audit process in 2020. In this regard, the Audit Committee welcomes the proactive undertaking by the Accounting Officer to address the root causes of the tensions in the audit-enabling environment reported by the auditors.

## Conclusion of the 2019/20 regulatory audit by the Office of the Auditor-General

The Audit Committee held additional meetings to accommodate the extended timeframe that it took the AGSA to conclude the 2019/20 external audit of the Electoral Commission.

The Audit Committee wishes to register its discontent regarding the fact that the external audit was only finalised during the last week of January 2021. While three matters initially delayed the conclusion of the audit, one significant matter of interpretation in the application of GRAP 20, based on the National Treasury accounting guide published in February 2020, had to be concluded.

## Evaluation of audited annual financial statements

The Audit Committee has done the following:

- Reviewed and discussed with management the Management Report of the Auditor-General of South Africa
- Reviewed the appropriateness of the accounting policies and practices
- Noted the schedule of audit differences arising from the audit
- 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 accepts the Auditor-General's report and the final management report of the Auditor-General of South Africa.

The Audit Committee wishes to congratulate the Commission and management on the successful delivery of the National and Provincial Elections (NPE 2019) and achieving the 2019/20 unqualified audit certification for related financial management, performance information and compliance with laws and regulations in the process of delivering on the constitutional mandate.



**Ms J Meissner**  
**Chairperson of the Audit Committee**

27 January 2021





# Part D

## HUMAN RESOURCES MANAGEMENT

# 1. Introduction

The low staff turnover, aging workforce and the loss of skilled and experienced Electoral Commission staff members as a result of retirement continues to be a concern for the Electoral Commission.

In order to manage this reality, the recruitment and development policies, as well as organisational practices, are utilised in the main to attract and develop employees to adequately fill the gaps left by those who are retiring to ensure business continuity.

The employee turnover remains low at approximately 2.5%, which is slightly lower than the previous financial year (2.7%), due to the fact the Electoral Commission remains an employer of choice, with an employee-centric approach to manage its operations.

Following the Commission's resolution on the remaining processes of the HR Organisational Review project, the filling of vacant positions commenced in the third quarter of the year under review.

This process and the terminations, which were mainly due to retirements as indicated above, had an impact on the organisational ability to reduce the vacancy rate. Subsequently, the target of 90% of the approved posts filled by the end of the financial year was not achieved.

Employee engagement roadshows were held across the country to engage employees on the vision, strategic planning and matters pursuant to the HR Organisational Review. This process gave employees insight into the future of the organisation and clarity on the organisational review.

The second leg of a three-year wage agreement negotiated with the recognised trade union for the period 2018/19–2020/21 was implemented in April 2019. In a quest to strengthen the employer-employee relations and prepare for the upcoming wage negotiations, a training provider was sourced to train members of the Electoral Commission Bargaining Forum. However, due to COVID-19 travel restrictions, the training was moved to 2020/21.

Eighteen grievance cases were referred to the Commission for Conciliation, Mediation and Arbitration (CCMA) by either the recognised trade union and/or employees for various reasons. Twelve of these instances were finalised, while six cases are still pending finalisation. Of the 12 instances finalised, two were found in favour of the Electoral Commission, while the remaining 10 cases were closed at conciliation.

The Employment Equity (EE) Report was compiled and submitted to the Department of Labour in January 2020.

Some 58% of the filled posts are occupied by female employees. However, there is still a need to increase the number of females at top and senior management level. The organisation will continue to work towards the attainment of the EE numerical goals through the various recruitment and development processes.

During the registration and election operations, the Commission's workforce is expanded to ensure efficient accessible registration and voting processes. To this end, the Commission recruited over 200 000 temporary electoral staff members. Recruitment and payment plans (RPP) were developed to ensure standardised recruitment and payment. It is worth noting that 72.96% of the temporary electoral staff members were female and 59.1% were in the youth category, i.e. in the 26–35 age bracket.

Additional capacity was sourced on fixed-term contracts to support permanent employees at national, provincial and local level.

The payment of all these categories of staff was managed through the existing ESS and SAP system. The adherence to the RPP and timely response to any payment enquiries resulted in a huge improvement in payment turnaround.

The finalisation of the training of electoral staff members was a priority in the first month of the year under review, as the elections were held in May 2019. In the midst of the magnitude of training and the development of material for the training of electoral staff, the organisation maintained its commitment to strengthen institutional excellence and professionalism at all levels of the organisation and build institutional capacity.

Some 282 employees attended training and development interventions. A hundred employees responsible for the training of electoral staff members attended facilitation skills training.

The other 182 staff members are employees who were either awarded bursaries or attended various training and development interventions.

During the period under review, the Electoral Commission established a formal relationship with the National School of Government to access the government's mandatory face-to-face and online training courses, particularly in the areas of management development, finance and supply chain management.

Due to 2019/20 being an election year, only three employees attended the MDEA programme offered by Unisa in partnership with the Electoral Commission.



## 2. Human resources oversight statistics

### 2.1 Expenditure on remuneration

A summary of expenditure on remuneration by occupational band during the year under review is illustrated in the table below.

**Table 27: Personnel cost according to salary band**

Level	Personnel expenditure (R'000)	Percentage of personnel expenditure to total personnel cost (R'000)	Number of employees	Average personnel cost per employee (R'000)
Commissioners	9 506 778,00	1.18%	4	2 376 694,50
Top management	16 342 521,93	2.03%	7	2 334 645,99
Senior management	74 647 900,92	0.28%	38	1 964 418,45
Middle management	143 959 532,63	17.90%	133	1 082 402,50
Professionals	408 786 114,53	50.83%	617	662 538,27
Skilled	23 004 007,17	2.86%	65	353 907,80
Semi-skilled	101 611 947,00	12.63%	7 925	12 821,70
Very low skilled	26 387 601,99	3.28%	8 338	3 164,74
<b>Total</b>	<b>804 246 404,17</b>	<b>100%</b>	<b>17 127</b>	<b>8 790 593,95</b>

**Table 28: Employment and vacancies according to rank**

Programme	2018/19 number of employees	2019/20 approved posts	2019/20 number of vacancies	Percentage of total vacancies
Top management	3	5	1	0.38%
Senior management	38	44	6	2.27%
Professional qualified	752	792	109	41.28%
Skilled	62	61	2	0.76%
Semi-skilled	18	30	3	1.14%
Unskilled	49	56	10	3.79%
New positions (not yet evaluated)	0	133	133	50.38%
<b>Total</b>	<b>922</b>	<b>1 121</b>	<b>264</b>	<b>100%</b>

\* Discrepancy between current number of employees (or filled posts) is due to employees carried over the establishment and permanently absorbed on the organogram in terms of relevant legislation.

Table 29: Employment and vacancies by structure

## Organogram

Division	Rank	Approved posts	Posts filled	Vacant posts
Office of the CEO	CEO	1	1	0
	General Manager (new)	1	1	1
	Manager	2	1	1
	Deputy Manager	1	1	0
	Senior Administrative Officer	2	1	1
	Assistant Administrative Officer (new)	1	1	0
	New posts	3	0	3
Commission Services	Manager	1	1	0
	Senior Administrative Officer	2	2	0
	New post	1	0	1
Chief Executive: Political Party Funding	Deputy CEO	1	1	0
	Manager	1	0	1
	Deputy Manager	2	0	2
	Assistant Manager	2	1	1
	Administrative Officer	4	0	4
Deputy CEO: Corporate Services	Deputy CEO	1	1	0
	Senior Administrative Officer	1	1	0
Support Services	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	2	1	1
	Administrative Officer	1	1	0
	Assistant Administrative Officer	3	2	1
	Senior/Administrative Clerk	2	2	0
	Messenger/Housekeeper/Driver	12	9	3
ICT Operations	General Manager	1	1	0
	Manager	2	2	0
	Deputy Manager	2	2	0
	Assistant Manager	3	3	0
	Senior Administrative Officer	0	0	0
	Administrative Officer	5	4	1
	Assistant Administrative Officer	1	1	0
	New posts	61	0	61

Division	Rank	Approved posts	Posts filled	Vacant posts
<b>Human Resource Management</b>	General Manager	1	1	0
	Manager	2	2	0
	Deputy Manager	5	5	0
	Assistant Manager	1	0	1
	Senior Administrative Officer	3	3	0
	Administrative Officer	3	3	0
	Assistant Administrative Officer	3	2	1
	Senior/Administrative Clerk	2	2	0
	New posts	4	0	4
<b>Legal Services</b>	General Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	2	1	1
	Assistant Administrative Officer	1	1	0
	New post	1	0	1
<b>Deputy CEO: Electoral Operations</b>	Deputy CEO	1	1	0
	Senior Administrative Officer	1	1	0
<b>Logistics and Infrastructure</b>	General Manager	1	0	1
	Manager	2	2	0
	Deputy Manager	2	1	1
	Assistant Manager	1	2	-1
	Senior Administrative Officer	2	2	0
	Administrative Officer	1	1	0
	Assistant Administrative Officer	1	1	0
	Senior/Administrative Clerk	1	1	0
<b>Electoral Matters</b>	General Manager	1	1	0
	Manager	2	2	0
	Deputy Manager	1	1	0
	Assistant Manager	2	2	0
	Senior Administrative Officer	2	1	1
	Assistant Administrative Officer	1	2	-1
	New posts	2	0	2
<b>Deputy CEO: Outreach</b>	Deputy CEO	1	0	1
	Senior Administrative Officer	1	1	0

Division	Rank	Approved posts	Posts filled	Vacant posts
<b>Communications</b>	General Manager	1	0	1
	Manager	1	1	0
	Deputy Manager	2	1	1
	Assistant Manager	1	0	1
	Senior Administrative Officer	1	1	0
	Administrative Officer	1	1	0
	Assistant Administrative Officer	1	0	1
	Senior/Administrative Clerk	2	0	2
<b>Civic Education, Research and Knowledge Management</b>	General Manager	1	1	0
	Manager	1	0	1
	Deputy Manager	2	2	0
	Assistant Manager	1	0	1
	Senior Administrative Officer	1	0	1
	Administrative Officer	1	0	1
	Assistant Administrative Officer	1	1	0
	Photocopy Operator	1	0	1
	Senior/Administrative Clerk	4	8	-4
	New posts	3	0	3
<b>Chief Financial Officer</b>	General Manager	1	0	1
	Manager	3	2	1
	Deputy Manager	6	4	2
	Assistant Manager	2	2	0
	Senior Administrative Officer	6	4	2
	Administrative Officer	19	17	2
	Assistant Administrative Officer	1	2	-1
	New posts	13	0	13
<b>Provincial electoral staff: Eastern Cape</b>	General Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	2	3	-1
	Assistant Manager	12	12	0
	Senior Administrative Officer	14	25	-11
	Administrative Officer	3	3	0
	Local Electoral Project Officer	86	79	7
	Assistant Administrative Officer	1	2	-1
	Senior/Administrative Clerk	8	8	0
	Messenger/Housekeeper/Driver	2	1	1
	Cleaner	30	29	1
	New posts	8	0	8

Division	Rank	Approved posts	Posts filled	Vacant posts
Provincial electoral staff: Free State	General Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	9	9	0
	Senior Administrative Officer	10	8	2
	Administrative Officer	2	2	0
	Local Electoral Project Officer	30	23	7
	Assistant Administrative Officer	1	1	0
	Senior Administrative Clerk	5	5	0
	Messenger/Housekeeper/Driver	2	1	1
	New posts	5	0	5
	Provincial electoral staff: Gauteng	General Manager	1	1
Manager		1	0	1
Deputy Manager		2	2	0
Assistant Manager		9	8	1
Senior Administrative Officer		10	13	-3
Administrative Officer		3	3	0
Local Electoral Project Officer		48	33	15
Assistant Administrative Officer		2	1	1
Senior Administrative Clerk		5	5	0
Messenger/Housekeeper/Driver		2	1	1
Cleaner		8	2	6
New posts		5	0	5
Provincial electoral staff: KwaZulu-Natal		General Manager	1	1
	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	15	15	1
	Senior Administrative Officer	17	18	-1
	Administrative Officer	3	3	0
	Local Electoral Project Officer	86	84	2
	Assistant Administrative Officer	2	2	0
	Senior Administrative Clerk	11	11	0
	Messenger/Housekeeper/Driver	2	2	0
	New posts	10	0	10
Provincial electoral staff: Limpopo	General Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	8	8	0
	Senior Administrative Officer	9	14	-5
	Administrative Officer	2	2	0
	Local Electoral Project Officer	57	57	0
	Assistant Administrative Officer	1	1	0
	Senior Administrative Clerk	5	5	0
	Messenger/Housekeeper/Driver	2	2	0
	New posts	6	0	6

Division	Rank	Approved posts	Posts filled	Vacant posts
Provincial electoral staff: Mpumalanga	General Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	7	7	0
	Senior Administrative Officer	7	9	-2
	Administrative Officer	2	2	0
	Local Electoral Project Officer	33	35	-2
	Assistant Administrative Officer	1	0	1
	Senior Administrative Clerk	3	3	0
	Messenger/Housekeeper/Driver	2	1	1
	New posts	4	0	4
Provincial electoral staff: Northern Cape	General Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	9	8	1
	Senior Administrative Officer	15	8	2
	Administrative Officer	2	2	0
	Local Electoral Project Officer	21	26	-5
	Assistant Administrative Officer	1	1	0
	Senior Administrative Clerk	5	6	-1
	Messenger/Housekeeper/Driver	2	1	1
	New posts	5	0	5
Provincial electoral staff: North West	General Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	8	8	0
	Senior Administrative Officer	9	9	0
	Administrative Officer	2	2	0
	Local Electoral Project Officer	32	31	1
	Assistant Administrative Officer	1	1	0
	Senior Administrative Clerk	4	4	0
	Messenger/Housekeeper/Driver	2	1	1
	Cleaner	18	15	3
New posts	4	0	4	
Provincial electoral staff: Western Cape	General Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	10	10	0
	Senior Administrative Officer	12	10	2
	Administrative Officer	2	1	1
	Local Electoral Project Officer	38	34	4
	Assistant Administrative Officer	1	1	0
	Senior Administrative Clerk	6	5	1
	Messenger/Housekeeper/Driver	2	1	1
	New posts	6	0	6
<b>Total</b>		1121	906	206

Note: Negative figures reflect staff permanently absorbed on the organogram in terms of relevant legislation.

Note: New posts indicated but not evaluated yet.

### 3. Employment changes

The turnover rate in the Electoral Commission is generally low. In the period under review, it was approximately 2.5%, which is slightly lower than the previous financial year (2.7%). Most terminations were as a result of resignations and retirements as indicated in Table 30. Most of the terminations were from the professionally qualified staff band, which accounts for most of the positions in the Electoral Commission. The number of positions filled at the end of the year under review was less than that of the previous year.

As illustrated in the table below, the Electoral Commission appointed 10 new employees in the period under review, while there were 23 terminations as a result of resignations, dismissals, retirements or deaths during the period under review. The number of employees retiring is also growing. This is in line with the average employee age, which now stands at 45.

**Table 30: Staff movement during the period under review**

Salary band	Employment at the beginning of the period	Appointments	Promotions	Demotions	Terminations	Employment at the end of the period
Top management	3	1	0	0	0	4
Senior management	38	1	1	0	1	39
Professional qualified	752	5	0	0	19	732
Skilled	62	1	0	0	0	65
Semi-skilled	18	2	0	0	1	21
Unskilled	49	0	0	0	2	45
<b>Total</b>	<b>922</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>23</b>	<b>906</b>

**Table 31: Reasons for staff leaving**

Reason	Number	Percentage of total number of staff terminations
Death	3	13.04%
Resignation	9	39.13%
Dismissal	1	4.35%
Retirement	6	26.09%
Ill-health	4	17.39%
Expiry of contract	0	0.00%
Other	0	0.00%
<b>Total</b>	<b>23</b>	<b>100%</b>

**Table 32: Staff movement according to rank**

Salary band	Recruited	Promoted	Demoted	Terminations
CEO	0	0	0	0
Deputy CEO	1	0	0	0
Senior Manager/ Provincial Electoral Officer	0	0	0	0
Manager	1	1	0	1
Deputy Manager	0	0	0	0
Assistant Manager	0	0	0	3
Senior Administrative Officer	1	0	0	3
Administrative Officer	4	0	0	13
Assistant Administrative Officer	0	0	0	0
Senior/Administrative Clerk	1	0	0	0
Messenger/ Housekeeper/Driver/ Handy	2	0	0	1
Cleaner	0	0	0	2
<b>Total</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>23</b>

**Table 33: Staff resignations for 2017/18 to 2019/20**

Salary band	Recruited	Promoted
2017/18	9	0.87%
2018/19	8	0.77%
2019/20	9	0.80%

**Table 34: Wellness sessions held from 2017/18 to 2019/20**

Salary band	Recruited
2017/18	7
2018/19	6
2019/20	5

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 35: Sick leave absenteeism for 2017/18 to 2019/20**

Year	Total number of sick leave days taken	Estimated cost	Number of employees who took 15 consecutive days
2017/18	4 353 days	R8 897 250,96	15
2018/19	3 356 days	R7 309 588,72	34
2019/20	1 177 days	R2 839 614,00	20

**Table 36: Special sick leave absenteeism for 2017/18 to 2019/20**

Year	Total number of special sick leave days taken	Estimated cost	Number of employees who took special sick leave
2017/18	870 days	R1 748 366,56	18
2018/19	1 056 days	R2 325 820,24	22
2019/20	4 224 days	R10 103 455,52	65

**Table 37: Average sick leave taken according to rank**

Rank/level	Average days
CEO	7.00
Deputy CEO	6.00
Senior Manager	8.00
Manager	8.86
Deputy Manager	6.80
Assistant Manager	22.50
Senior Administrative Officer	7.64
Administrative Officer	7.27
Assistant Administrative Officer	6.00
Senior/Administrative Clerk	6.46
Messenger/Housekeeper/Driver	5.77
Cleaners	7.89

**Table 38: Employee deaths during the period under review**

Office	Name	Date of death
Limpopo – Maruleng	Makhasane Letsoale	18 April 2019
KwaZulu-Natal – uMzimkhulu	Agrippa Stuurman	19 June 2019
Gauteng	Nokuthula Nqambi	7 January 2020

**Table 39: Average age of the deceased for 2017/18 to 2019/20**

Office	Name	Date of death
2017/18	3	52.33
2018/19	10	47.3
2019/20	3	41.6

## 4. Labour relations

Formal disciplinary action was taken against nine employees for various acts of misconduct, including, among others, contravention of procurement prescripts, prejudicing the administration and/or misconduct. During the period under review, 12 cases were finalised, while five formal cases are still pending finalisation.

Eighteen cases were referred to the CCMA by either the recognised trade union and/or employees for various reasons. Twelve of these were finalised, while six cases are still pending finalisation. Two of the three finalised cases were found in favour of the Electoral Commission, while the remaining 10 cases were closed at conciliation.

**Table 40: CCMA disputes**

Nature of disputes	Number of employees
Section 191(1) [191(5)(a)]: Dismissal related to misconduct	5
Section 191 – Unfair labour practice	1
Section 6 [EEA] – Prohibition of unfair discrimination – arbitrary grounds	1
Section 191(5)(a)(iii): Reason for dismissal unknown	2
Section 186(2)(a): Unfair conduct – promotion, demotion, probation, training or benefits	2
Section 186(2)(b) – Unfair suspension or disciplinary action	1
Section 73A (BCEA) – Claims for failure to pay any amount owing (not NMWA )	2
Section 186 (1)(a) – Termination of contract with or without notice	1
Section 198D(1) – Interpretation or application of sections 198A, 198B or 198C	1
Section 72 – Disputes about minimum services	1
Section 186(1) – Constructive dismissal	1
<b>Total</b>	<b>18</b>

As illustrated in the table below, the number of cases referred to the CCMA increased in the period under review.

**Table 41: Disputes referred to the CCMA for 2017/18 to 2019/20**

Referred	Number of cases
2017/18	9
2018/19	7
2019/20	18

The Electoral Commission remains committed to complying with the Employment Equity Act (Act 55 of 1998). A new five-year plan was developed for the period 1 October 2018 to 30 September 2023. Vacancies are filled, as far as possible, in accordance with numerical goals, targets and representivity per level.

**Table 42: Employment equity targets among male staff members for 2019/20**

Levels	Male							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top management	3	2	0	0	0	1	0	0
Senior management	12	13	5	3	2	2	3	3
Professional qualified	58	62	4	5	5	4	3	3
Skilled	246	277	21	26	5	8	8	19
Semi-skilled	9	6	1	1	0	0	0	0
Unskilled	2	2	0	0	0	0	0	0
<b>Total</b>	<b>330</b>	<b>362</b>	<b>31</b>	<b>35</b>	<b>12</b>	<b>15</b>	<b>14</b>	<b>25</b>

**Table 43: Employment equity targets among female staff members for 2019/20**

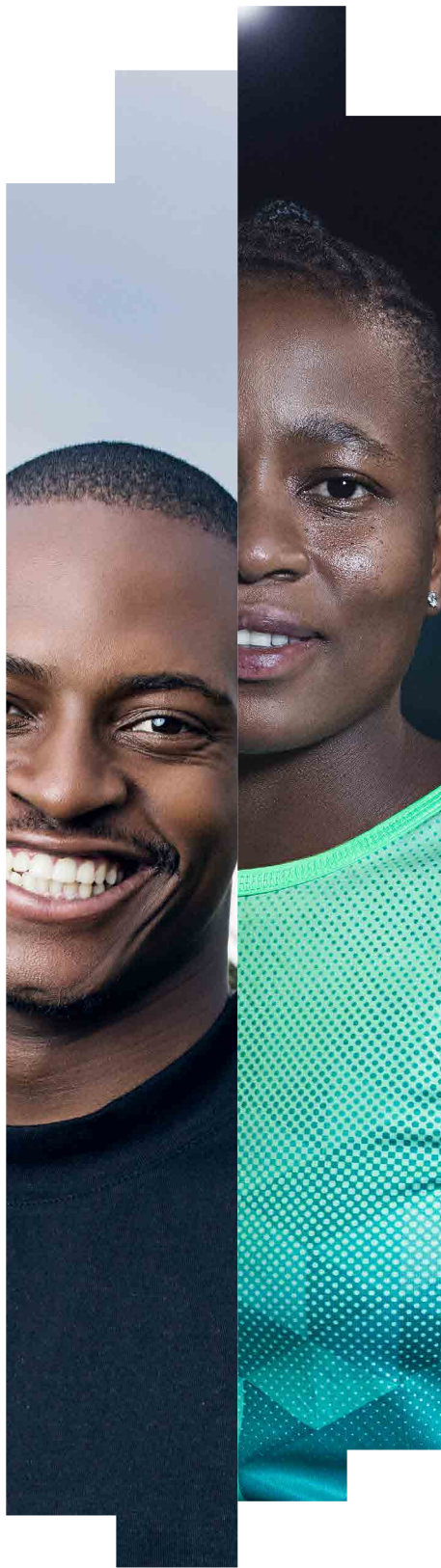
Levels	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top management	0	1	0	1	1	1	0	0
Senior management	11	13	1	1	2	1	2	3
Professional qualified	34	43	5	5	3	3	15	14
Skilled	323	318	39	42	6	5	23	24
Semi-skilled	9	9	1	0	0	0	0	0
Unskilled	43	43	1	2	0	0	0	0
<b>Total</b>	<b>420</b>	<b>427</b>	<b>47</b>	<b>51</b>	<b>12</b>	<b>10</b>	<b>40</b>	<b>41</b>

**Table 44: Representivity in terms of employment equity per level for 2019/20**

Levels	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White
CEO/Deputy CEO	3	0	0	0	0	0	1	0
Senior Manager	7	2	0	1	4	0	2	0
Manager	5	3	2	2	7	1	0	3
Deputy Manager	14	1	0	2	7	0	2	7
Assistant Manager	44	3	5	1	27	5	1	9
Senior Administrative Officer	50	2	1	3	63	5	2	8
Administrative Officer	180	16	3	4	208	29	3	14
Assistant Administrative Officer	2	1	0	0	18	1	0	1
Senior/								
Administrative Clerk	12	1	1	1	33	6	1	0
Messenger/ Housekeeper/								
Driver	6	1	0	0	9	0	0	0
Cleaner	2	0	0	0	45	2	0	0
<b>Total</b>	<b>326</b>	<b>30</b>	<b>12</b>	<b>14</b>	<b>421</b>	<b>49</b>	<b>12</b>	<b>42</b>

**Table 45: Employment equity numerical goals: 2018 to 2023**

Levels	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White
Numerical goals (until the end of September 2012)	348	52	17	60	305	53	10	47
Numerical goals (until the end of September 2018)	524	77	27	79	500	67	18	71
Numerical goals (until the end of September 2023)	402	48	18	46	429	52	10	43



# Part E

## ANNUAL FINANCIAL STATEMENTS

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

## Report on the audit of the financial statements

### Opinion

1. I have audited the financial statements of the Electoral Commission set out on pages 110 to 140, which comprise the statement of financial position as at 31 March 2020, the statement of financial performance, statement of changes in net assets, cash flow statement and the comparison of actual and budgeted expenditure for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Electoral Commission as at 31 March 2020, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No.1 of 1999) (PFMA).

### Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the Auditor-General's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the constitutional institution in accordance with sections 290 and 291 of the *Code of ethics for professional accountants* and parts 1 and 3 of the *International Code of Ethics for Professional Accountants (including International Independence Standards)* of the International Ethics Standards Board for Accountants (IESBA codes), as well as the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA codes.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Emphasis of matter

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

### Irregular expenditure

7. As disclosed in Note 29 to the financial statements, the constitutional institution incurred irregular expenditure of R21 515 571 as it did not follow proper procurement processes.

### Restatement of corresponding figures

8. As disclosed in Note 32 to the financial statements, the corresponding figures for 31 March 2019 were restated as a result of an error in the financial statements of the constitutional institution at, and for the year ended 31 March 2020.

### Other matter

9. I draw attention to the matter below. My opinion is not modified in respect of this matter.

### Unaudited supplementary schedules

10. The supplementary information set out on pages 147 to 150 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

### Responsibilities of the accounting officer for the financial statements

11. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with 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.
12. In preparing the financial statements, the accounting officer is responsible for assessing the constitutional institution's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the constitutional institution or to cease operations, or has no realistic alternative but to do so.

## Auditor-General's responsibilities for the audit of the financial statements

13. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

## Report on the audit of the annual performance report

### Introduction and scope

15. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify material findings, but not to gather evidence to express assurance.
16. My procedures address the usefulness and reliability of the reported performance information, which must be based on the approved performance planning documents of the constitutional institution. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the constitutional institution enabled service delivery. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the annual performance report of the constitutional institution for the year ended 31 March 2020:
18. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

### Programme 2 – Electoral Operations

19. I did not identify any material findings on the usefulness and reliability of the reported performance information for this programme:
- Programme 2 – Electoral operations

### Other matters

20. I draw attention to the matters below.

### Achievement of planned targets

21. Refer to the annual performance report on pages 23 to 66 for information on the achievement of planned targets for the year and explanations provided for the under-/over-achievement of targets.

### Adjustment of material misstatements

22. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of Programme 2 – Electoral Operations. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Programmes	Pages in the annual performance report
Programme 2 – Electoral Operations	43-46

## Report on the audit of compliance with legislation

### Introduction and scope

23. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the constitutional institution's compliance with specific matters in key legislation. I performed procedures to identify findings, but not to gather evidence to express assurance.
24. The material findings on compliance with specific matters in key legislations are as follows:

### Annual financial statements, performance and annual report

25. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework as required by section 40(1) (b) of the PFMA. Material misstatements of disclosure items identified by the auditors in the submitted financial statements were corrected, resulting in the financial statements receiving an unqualified opinion.

### Other information

26. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported in this auditor's report.
27. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
28. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
29. If, based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact. I have nothing to report in this regard.

### Internal control deficiencies

30. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.
31. Controls implemented by management for the review of the annual financial statements were not adequate as material misstatements that resulted in material instances of non-compliance were identified during the audit.

*Auditor-General*

Pretoria  
27 January 2021



AUDITOR-GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*



## Annexure – Auditor-General’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected programmes and on the constitutional institution’s compliance with respect to the selected subject matters.

### Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor’s report, I also:
  - Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
  - Obtain an understanding of internal control relevant to the audit 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 constitutional institution’s internal control.
  - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer.

- Conclude on the appropriateness of the accounting officer’s use of the going concern basis in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Electoral Commission’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause the constitutional institution to cease continuing as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

### Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

**Electoral Commission**  
**Annual Financial Statements for the year ended 31 March 2020**

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# Report of the Accounting Officer

## 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 2020. 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 Electoral Commission's Accounting Officer 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 R2 012 749 000 for the year under review by way of parliamentary allocations, sponsorship revenue of R5 150 000 and sundry revenue of R118 043 247, comprising mainly of election-related revenue and foreign and local aid assistance and interest earned, bringing the Electoral Commission's total revenue to R2 135 942 247.

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.

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

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

In addition, the following services are provided via the IEC's 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
- Online Address Capture
- Online Candidate Nomination System

## Electoral Commission Report of the Accounting Officer for the year ended 31 March 2020

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

Section 40(3)(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.

I am satisfied that the Electoral Commission has sound supply chain management practices, supported by a procurement policy, standard operating procedures and a fully functional Compliance Unit. In 2019/20, irregular expenditure of R21 998 606 was incurred in the current financial year and is reflected in Note 29 of the annual financial statements. Of this, R12 064 958 is the current expenditure where a bidder did not meet key requirements for bid evaluation in the prior year. No financial misconduct occurred and services were duly received by the Commission. The irregular expenditure framework was followed and the amount was subsequently condoned by National Treasury in the current year.

Fruitless and wasteful expenditure amounting to R25 852 was incurred in the current financial year and is reflected in Note 30 of the annual financial statements. The fruitless and wasteful expenditure relates to interest paid on overdue accounts and other expenditure meeting the definition of fruitless and wasteful expenditure. 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, including the design, implementation and maintenance of internal controls relevant to the preparation and fair presentation of these financial statements, thus ensuring that the financial statements are free from material misstatement. The control measures are also designed to provide cost-effective assurance that assets are safeguarded, and that liabilities and working capital are efficiently managed. Internal controls operated effectively during the year and, where necessary, continued enhancements are effected.

The Accounting Officer is responsible for maintaining adequate accounting records and an effective system of risk management. The Accounting Officer is also 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 2020
- b) Statement of Financial Performance for the year ended 31 March 2020
- c) Statement of Changes in Net Assets for the year ended 31 March 2020
- d) Cash Flow Statement for the financial year ended 31 March 2020
- e) Comparison of actual and budgeted expenditure for the year ended 31 March 2020
- 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.

### Going concern

The Electoral Commission is funded by National Treasury via a vote of the Department of Home Affairs and funding is secured over a three-year cycle in terms of the Medium-term Expenditure Framework. The financial statements have thus been prepared on the going-concern basis.

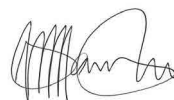
### Events after balance sheet date

The Constitutional Court has recently declared that the Electoral Act is unconstitutional in so far as it requires candidates to contest national and provincial elections only as a member of a political party. The Court has provided Parliament with 24 months to revise the legislation and the Electoral Commission stands ready to provide technical assistance into this process to help enhance our electoral system.

The financial impact of this ruling is expected to be significant in the future. However, it is not an adjusting post-balance sheet event. The impact of COVID-19 on the reported financial statements of the Electoral Commission has been considered and does not constitute an adjusting post-balance sheet event.

### Approval of the annual financial statements

The annual financial statements of the Electoral Commission set out on pages 112 to 146 have been approved by the Accounting Officer.



**Mr Phatudi Simon Mamabolo**  
Chief Electoral Officer  
27 January 2021

Electoral Commission  
Statement of Financial Position as at 31 March 2020

## Statement of Financial Position

	Note	31 March 2020 R	31 March 2019 R
<b>Assets</b>			
<b>Current assets</b>			
		<b>753 492 989</b>	<b>712 725 489</b>
Cash and cash equivalents	3, 4	699 355 615	617 243 284
Trade and other receivables from exchange transactions	3, 5	40 148 874	49 701 557
Inventories	6	13 988 500	45 780 648
<b>Non-current assets</b>			
		<b>271 788 562</b>	<b>246 245 988</b>
Property, plant and equipment	7	188 602 431	166 265 823
Heritage assets	8	1 671 230	1 671 453
Intangible assets	9	81 514 901	78 308 712
<b>Total assets</b>		<b>1 025 281 551</b>	<b>958 971 477</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
		<b>193 393 782</b>	<b>255 057 565</b>
Trade and other payables from exchange transactions	3, 10	152 816 014	240 737 773
Short-term portion of operating lease liability	11	4 657 793	8 924 894
Foreign and local aid assistance	12	27 693 315	-
Provisions	13	8 226 660	5 394 898
<b>Non-current liabilities</b>			
		<b>26 438 950</b>	<b>30 964 084</b>
Operating lease liability	11	26 438 950	30 964 084
<b>Total liabilities</b>		<b>219 832 732</b>	<b>286 021 649</b>
<b>Net assets</b>			
Accumulated surplus		805 448 819	672 949 828
<b>Total liabilities and net assets</b>		<b>1 025 281 551</b>	<b>958 971 477</b>

Electoral Commission  
Statement of Financial Performance as at 31 March 2020

## Statement of Financial Performance

	Note	31 March 2020 R	*Restated 31 March 2019 R
<b>Revenue</b>			
<b>Revenue from non-exchange transactions</b>			
	14	<b>2 020 652 780</b>	<b>1 967 604 219</b>
Parliamentary allocation		2 012 749 000	1 965 004 000
Sponsorship revenue		5 150 000	-
Lease revenue		2 753 780	2 600 219
<b>Revenue from exchange transactions</b>			
	15	<b>115 289 467</b>	<b>91 860 015</b>
Political party registration fees		11 400	39 700
Foreign and local aid assistance		19 306 685	-
Elections related revenue	32	46 810 981	*49 836 220
Investment revenue		48 209 576	41 774 662
Other operating revenue	15.1	950 825	209 433
<b>Total revenue</b>		<b>2 135 942 247</b>	<b>2 059 464 234</b>
<b>Expenditure</b>			
		<b>(2 002 812 225)</b>	<b>(1 603 462 843)</b>
Employee-related costs	16	(769 730 792)	(793 946 611)
Goods and services	17	(1 069 914 494)	*(660 678 126)
Depreciation, amortisation and impairment	18	(47 397 051)	(35 831 407)
Audit fees	19	(6 867 200)	(8 431 622)
Lease rental costs	20	(108 714 513)	(104 798 727)
Finance costs	21	(18 129)	(9 312)
Debt impairment	22	(170 046)	232 962
<b>Total expenditure</b>		<b>(2 002 812 225)</b>	<b>(1 603 462 843)</b>
Deficit on disposal of assets	23	(631 032)	(166 093)
<b>Surplus/(deficit) for the year</b>		<b>132 498 990</b>	<b>455 835 298</b>

Electoral Commission  
Statement of Changes in Net Assets for the year ended 31 March 2020

## Statement of Changes in Net Assets

	Accumulated surplus	Total net assets
<b>Balance at 1 April 2018</b>	<b>217 020 050</b>	<b>217 020 050</b>
Surplus for the year	455 835 298	455 835 298
<b>Prior year adjustment</b>	<b>94 481</b>	<b>94 481</b>
Balance at 1 April 2019	672 949 829	672 949 829
Surplus for the period	132 498 990	132 498 990
<b>Balance at 31 March 2020</b>	<b>805 448 819</b>	<b>805 448 819</b>

Electoral Commission  
Cash Flow Statement for the year ended 31 March 2020

## Cash Flow Statement

	Note	31 March 2020 R	31 March 2019 R
<b>Cash flows from operating activities</b>			
<b>Cash receipts from customers</b>		<b>2 085 113 929</b>	<b>2 007 027 795</b>
Parliamentary allocation received		2 012 749 000	1 965 004 000
Sponsorship revenue		5 150 000	–
Foreign and local aid assistance		19 306 685	–
Investment revenue received		46 946 019	41 774 662
Receipts from sale of goods and services		962 225	249 133
<b>Cash paid to suppliers and employees</b>		<b>(1 929 430 942)</b>	<b>(1 464 859 495)</b>
Cash payments to employees		(673 064 880)	(686 047 657)
Interest payments	21	(12 294)	(6 215)
Cash payments to suppliers		(1 256 353 768)	(1 929 430 942)
<b>Net cash flows from operating activities</b>	24	<b>155 682 987</b>	<b>542 168 300</b>
<b>Cash flows from investing activities</b>		<b>(73 570 656)</b>	<b>(54 891 161)</b>
Purchase of property, plant and equipment	7	(54 333 917)	(40 865 532)
Purchase of intangible assets	9	(20 595 563)	(14 602 145)
Purchase of heritage assets	8	–	(9 180)
Proceeds from sale of property, plant and equipment	7 8 9	1 358 824	585 696
<b>Net increase in cash and cash equivalents</b>		<b>82 112 331</b>	<b>487 277 139</b>
Cash and cash equivalents at the beginning of the year		617 243 284	129 966 145
<b>Cash and cash equivalents at the end of the year</b>	3, 4	<b>699 355 615</b>	<b>617 243 284</b>



Electoral Commission  
Comparison of actual and budgeted expenditure for the year ended 31 March 2020

## Comparison of actual and budgeted expenditure

Note	31 March 2020 R	31 March 2020 R	31 March 2020 R
	Adjusted budget (Estimates of National Expenditure published by National Treasury)	Actual as per the Statement of Financial Performance	Variance
<b>Revenue</b>			
<b>Revenue from non-exchange transactions</b>			
	<b>2 017 749 000</b>	<b>2 020 652 780</b>	<b>2 903 780</b>
Parliamentary allocation	2 012 749 000	2 012 749 000	–
Sponsorship revenue	5 000 000	5 150 000	150 000
Lease revenue	–	2 753 780	2 753 780
<b>Revenue from exchange transactions</b>			
	<b>40 000 000</b>	<b>115 289 467</b>	<b>75 289 467</b>
Political party registration fees	–	11 400	11 400
Investment revenue	40 000 000	48 209 576	8 209 576
Foreign and local aid assistance	–	19 306 685	19 306 685
Elections related revenue	–	46 810 981	46 810 981
Other operating revenue	–	950 825	950 825
<b>Total revenue</b>	<b>2 057 749 000</b>	<b>2 135 942 247</b>	<b>78 193 247</b>
31			
<b>Expenditure</b>			
	<b>(2 161 077 362)</b>	<b>(2 002 812 225)</b>	<b>158 265 137</b>
Employee-related costs	(813 440 409)	(769 730 792)	43 709 617
Goods and services	(1 297 357 369)	(1 185 684 382)	–
Depreciation, amortisation and impairment	(50 279 584)	(47 397 051)	2 882 533
<b>Total expenditure</b>	<b>(2 161 077 362)</b>	<b>(2 002 812 225)</b>	<b>158 265 137</b>
Deficit on disposal of assets	–	(631 032)	(631 032)
<b>Surplus/(deficit) for the year</b>	<b>(103 328 362)</b>	<b>132 498 990</b>	<b>235 827 352</b>
31			

**Electoral Commission**  
**Accounting policies for the period ended 31 March 2020**

## Accounting policies

### 1. Presentation of annual financial statements

#### *Basis of preparation*

The annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention, unless 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 Standards Board (ASB). 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. The impact of COVID-19 on our allocation has been assessed and it is very unlikely that it will impact on our going-concern assessment.

#### *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 accrual basis. Reasons for variances between actual and budgeted amounts are provided for in Note 31.

#### *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, there were no new GRAP Standards that became effective and were adopted.

#### **1.1 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.

#### *Impairment and useful life review of property, plant and equipment, and intangible assets*

The Electoral Commission determines the estimated useful lives and related depreciation/amortisation 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

## Electoral Commission Accounting policies for the period ended 31 March 2020

period over which the asset can and will be used. The impairment of assets is estimated in line with accounting policy 1.16 below.

### Provisions

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

### 1.2 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.

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 is 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.

## Electoral Commission Accounting policies for the period ended 31 March 2020

### 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.

The estimate of the useful life of an asset is a matter of judgement, based on the Electoral Commission's experience with similar assets. The expected useful lives assigned to the assets in their respective asset classes upon initial recognition are reviewed on an annual basis.

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

Class	Estimated useful life in years
Prefabricated buildings	10–30 years
Furniture and fittings	8–15 years
Motor vehicles	5 years
Office machines and equipment	5–10 years
Computer equipment	3–20 years
Scanners (zip-zips)	10 years
Cell phones	3 years
Appliances	5–10 years

Notwithstanding the above estimates, the useful life of each newly acquired asset is considered on capitalisation of the asset. Should it seemingly differ from the above guidelines, then a more reliable useful life is assigned.

In assessing the useful life of an asset, the following factors may be considered:

- the period that the Electoral Commission expects to gain service potential from the asset;
- the ability to re-deploy the asset within the Electoral Commission over time;
- whether the asset has been acquired for a specific project or purpose;

## Electoral Commission Accounting policies for the period ended 31 March 2020

- the past experience of similar assets in use and the appropriateness of this given the technology embedded in the asset;
- any assessment performed by an independent advisor on the condition of the asset or its expected life expectancy;
- the opinion of the user or relevant expert about the asset's "useful life"; and
- the repairs and maintenance practice of the Electoral Commission in assessing the useful life of an asset.

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.

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. The review of assets' useful lives may, or may not, result in useful lives that differ with the estimates per asset class assigned upon initial recognition.

### 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 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.

## Electoral Commission Accounting policies for the period ended 31 March 2020

- 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 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, mobile apps, 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. The amortisation charge for each period shall be recognised in surplus or deficit unless this or another Standard permits or requires it to be included in the carrying amount of another asset.

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 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.

## Electoral Commission Accounting policies for the period ended 31 March 2020

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.

### 1.8 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, sponsorship income and voting station rentals received at no cost from service providers.

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.

### 1.9 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 the 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.

### 1.10 Finance cost

Finance cost comprises the following:

- Interest expense on overdue accounts from service providers

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

### 1.11 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.

### 1.12 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).

### 1.13 Segment reporting

A segment is an activity of an organisation:

- that generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same organisation);
- whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- for which separate financial information is available.

## Electoral Commission

### Accounting policies for the period ended 31 March 2020

The Electoral Commission is organised in geographical areas and has a national office, nine provincial offices, 10 warehouses and 213 local offices. All services to voters and potential voters are delivered at all provincial and local offices. The national office is responsible for strategic and support services.

#### 1.14 Leases

##### *Operating leases as the lessee*

Lessees shall, in addition to meeting the requirements of GRAP 104, make the following disclosures for operating leases:

- (a) The total of future minimum lease payments under non-cancellable operating leases for each of the following periods:
  - not later than one year;
  - later than one year and not later than five years; and
  - later than five years;
- (b) The total of future minimum sublease payments expected to be received under non-cancellable subleases at the reporting date;
- (c) lease and sublease payments recognised in the Statement of Financial Performance in the period, with separate amounts for minimum lease payments, contingent rents and sublease payments; and
- (d) A general description of the lessee's significant leasing arrangements including, but not limited to, the following:
  - the basis on which contingent rent payable is determined;
  - the existence and terms of renewal or purchase options and escalation clauses; and
  - restrictions imposed by lease arrangements, such as those concerning return of surplus, return of capital contributions, dividends or similar distributions, additional debt, and further leasing.

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.

Lump sum payments on normal retirement or voluntary retirement are made in terms of section 8 of the employment regulations of the Electoral Commission and are provided for at year end based on reasonable assumptions on the expectation of retirements in the next financial year.

##### *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 (GEPF)) and will have no legal or constructive obligation to pay further amounts.

The Electoral Commission operates a defined contribution retirement plan for its employees. The assets of the plans are held separately and administered by the GEPF.

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, after taking into account the estimated leave to be forfeited, is raised as a result of services rendered by employees up to the reporting date.

##### *Long-service awards*

Long service awards are paid to employees who have reached five, 10 or 15 years of service with the Electoral Commission.

#### 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.



## Electoral Commission

### Accounting policies for the period ended 31 March 2020

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 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.

## Electoral Commission

### Accounting policies for the period ended 31 March 2020

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

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

#### 1.19 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.

#### 1.20 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:

## Electoral Commission

### Accounting policies for the period ended 31 March 2020

- 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 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 34: Separate Financial Statements
- GRAP 35: Consolidated Financial Statements
- GRAP 36: Investments in Associates and Joint Ventures
- GRAP 37: Joint Arrangements
- GRAP 38: Disclosure of Interests in Other Entities
- GRAP 104 : Financial Instruments
- GRAP 110: Living and Non-living Resources

The effective date for the above standards is 1 April 2020.

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 34, 35, 36, 37, 38 and 110.

The following approved standard have been applied.

- GRAP 104: Financial Instruments
- GRAP 20 : Related Parties
- GRAP 18: Segment Reporting

Electoral Commission  
Notes to the Annual Financial Statements for the year ended 31 March 2020

## Notes to the Annual Financial Statements

Note	31 March 2020 R	31 March 2019 R
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### 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	5	1 263 557	1 860 000
Cash and cash equivalents	4	699 355 615	617 243 284
Cash collateral provided: property rentals	5	15 605 550	14 934 133
Sundry receivables	5	6 972 370	142 099
		<u>723 197 092</u>	<u>634 179 516</u>

Financial assets are not pledged as collateral for liabilities or contingent liabilities.

#### Financial liabilities recognised at amortised cost

Trade and other payables	10	152 816 014	240 737 773
		<u>152 816 014</u>	<u>240 737 773</u>

### 4. Cash and cash equivalents

Cash on hand		250 582	222 415
Bank balances		39 637 560	52 575 617
Short-term notice deposits		659 467 473	564 445 252
		<u>699 355 615</u>	<u>617 243 284</u>

The notice deposits are carried at an effective floating interest rate that varied between 5.8% and 6.63% (2019: 5.90% and 6.77%).

No restrictions have been placed on the use of cash and cash equivalents for the operations of the Electoral Commission except for an amount received from the Department of Cooperative Governance and Traditional Affairs (CoGTA) in relation to the Traditional Council election disclosed in Note 12.

### 5. Trade and other receivables from exchange transactions

Accrued interest		1 263 557	1 860 000
Cash collateral provided: property rentals		15 605 550	14 934 133
Prepayments	5.1	16 307 397	32 765 325
		6 972 370	142 099
Sundry receivables		7 600 408	635 333
Less: Impairment allowance		(628 038)	(493 234)
		<u>40 148 874</u>	<u>49 701 557</u>

## Electoral Commission

### Notes to the Annual Financial Statements for the year ended 31 March 2020

Note	31 March 2020 R	31 March 2019 R
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#### Trade and other receivables past due but not impaired

At 31 March 2020, all debt that was past due was impaired (2019: none).

#### Trade and other receivables impaired

As of 31 March 2020, trade and other receivables of R628 038 (2019: R493 234) 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	-	91 952
31–120 days past due	-	430
120–365 days past due	-	1 962
More than 365 days past due	628 038	398 890
	<b>628 038</b>	<b>493 234</b>

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

Opening balance	493 234	780 020
Provision for impairment	163 604	(264 940)
Unused amounts reversed	-	-
Write-off	(28 800)	(21 846)
	<b>628 038</b>	<b>493 234</b>

The creation and release of the provision for impaired receivables have been included in operating expenses as a 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

Deposit for election venue	-	13 898 305
Administrative expenses	23 800	4 728 671
Software licences	15 765 849	13 948 635
Subscription and membership	517 748	189 714
	<b>16 307 397</b>	<b>32 765 325</b>

#### 6. Inventories

Consumable stores: Stationery	415 016	514 458
Promotional items	4 521	22 965
Electoral stock	13 568 963	45 243 225
	<b>13 988 500</b>	<b>45 780 648</b>

Electoral stock/supplies were acquired and used for the NPE 2019 electoral event and monthly by-elections. These includes items such as ballot boxes, voting compartments, by-elections security items, etc.

Inventories are not pledged as security.

**Electoral Commission**  
**Notes to the Annual Financial Statements for the year ended 31 March 2020**

**7. Property, plant and equipment (all figures in rand)**

	31 March 2020			31 March 2019		
	Cost	Accumulated depreciation and impairment losses	Carrying amount	Cost	Accumulated depreciation and impairment losses	Carrying amount
Appliances	4 967 496	(4 288 113)	679 383	5 014 754	(4 075 699)	939 055
Cell phones	535	(527)	8	535	(522)	13
Computer equipment	211 601 583	(123 395 137)	88 206 446	163 656 499	(113 593 795)	50 062 704
Furniture and fittings	79 184 478	(43 930 708)	35 253 770	78 547 943	(39 405 090)	39 142 853
Leasehold improvements	4 479 241	(3 206 053)	1 273 188	4 395 014	(2 939 683)	1 455 331
Motor vehicles	74 568 653	(36 212 129)	38 356 524	76 940 697	(34 267 314)	42 673 383
Office equipment	51 779 660	(42 271 108)	9 508 552	52 372 540	(39 450 129)	12 922 411
Prefabricated buildings	16 282 199	(2 999 920)	13 282 279	15 425 860	(2 405 018)	13 020 842
Scanners	181 996 251	(179 953 970)	2 042 281	181 996 251	(175 947 020)	6 049 231
<b>Total</b>	<b>624 860 096</b>	<b>(436 257 665)</b>	<b>188 602 431</b>	<b>578 350 093</b>	<b>(412 084 270)</b>	<b>166 265 823</b>

**Reconciliation of property, plant and equipment – 31 March 2020**

	Opening balance	Additions	Disposals	Depreciation	Impairment loss	Impairment reversal	Closing balance
Appliances	939 055	24 894	(1 401)	(281 565)	(1 600)	-	679 383
Cell phones	13	-	-	(5)	-	-	8
Computer equipment	50 062 704	50 839 121	(1 013 180)	(11 673 702)	(8 497)	-	88 206 446
Furniture and fittings	39 142 853	1 017 418	(21 759)	(4 809 232)	(75 510)	-	35 253 770
Leasehold improvements	1 455 331	84 227	-	(265 283)	(1 087)	-	1 273 188
Motor vehicles	42 673 383	19 190	(943 081)	(3 381 217)	(11 751)	-	38 356 524
Office equipment	12 922 411	1 492 728	(10 433)	(4 880 661)	(15 494)	-	9 508 551
Prefabricated buildings	13 020 842	856 339	-	(569 968)	(24 934)	-	13 282 279
Scanners	6 049 231	-	-	(4 006 949)	-	-	2 042 282
<b>Total</b>	<b>166 265 823</b>	<b>54 333 917</b>	<b>(1 989 854)</b>	<b>(29 868 582)</b>	<b>(138 873)</b>	<b>-</b>	<b>188 602 431</b>

There are no restrictions on title and disposal of property, plant and equipment. Property, plant and equipment are not allowed to be pledged as securities for liabilities. Asset condition and technological obsolescence were taken into consideration when determining whether the asset should be impaired. Repairs and maintenance relating to property, plant and equipment is R12 369 794 (2019: R16 677 250).

**Reconciliation of property, plant and equipment – 31 March 2019**

	Opening balance	Additions	Disposals	Asset work-in-progress	Depreciation	Impairment loss	Impairment reversal	Closing balance
Appliances	1 111 486	131 586	(4 066)	-	(295 605)	(4 346)	-	939 055
Cell phones	18	-	-	-	(5)	-	-	13
Computer equipment	41 374 084	18 492 647	(21 510)	-	(9 773 930)	(8 587)	-	50 062 704
Furniture and fittings	39 446 894	4 873 710	(188 005)	-	(4 891 517)	(98 229)	-	39 142 853
Leasehold improvements	1 381 727	551 778	(34 397)	-	(443 777)	-	-	1 455 331
Motor vehicles	31 939 790	14 185 881	(408 685)	-	(3 043 603)	-	-	42 673 383
Office equipment	16 195 641	1 764 366	(56 768)	35 315	(4 970 477)	(45 666)	-	12 922 411
Prefabricated buildings	12 711 620	830 249	-	-	(520 938)	(89)	-	13 020 842
Scanners	31 944	-	(844)	-	(4 006 949)	-	10 025 080	6 049 231
<b>Total</b>	<b>144 193 204</b>	<b>40 830 217</b>	<b>(714 275)</b>	<b>35 315</b>	<b>(27 946 801)</b>	<b>(156 917)</b>	<b>10 025 080</b>	<b>166 265 823</b>

**Electoral Commission**  
**Notes to the Annual Financial Statements for the year ended 31 March 2020**

**8. Heritage assets (all figures in rand)**

	31 March 2020			31 March 2019		
	Cost	Accumulated impairment losses	Carrying amount	Cost	Accumulated impairment losses	Carrying amount
Artwork	1 676 486	(5 256)	<b>1 671 230</b>	1 676 486	(5 033)	<b>1 671 453</b>

**Reconciliation of heritage assets – 31 March 2020**

	Opening balance	Additions	Disposals	Impairment loss	Closing balance
Artwork	1 671 453	-	-	(223)	<b>1 671 230</b>

**Reconciliation of heritage assets – 31 March 2019**

	Opening balance	Additions	Disposals	Impairment loss	Closing balance
Artwork	1 664 421	9 180	(1 460)	(687)	<b>1 671 453</b>

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

There are no restrictions on title and disposal of heritage assets.

Heritage assets are not pledged as security for liabilities.

**9. Intangible assets (all figures in rand)**

	31 March 2020			31 March 2019		
	Cost	Accumulated depreciation and impairment losses	Carrying amount	Cost	Accumulated depreciation and impairment losses	Carrying amount
Computer software	229 056 425	(147 541 524)	<b>81 514 901</b>	208 460 861	(130 152 149)	<b>78 308 712</b>

**Reconciliation of intangible assets – 31 March 2020**

	Opening balance	Additions	Additions – internally generated	Disposal	Amortisation	Closing balance
Computer software	78 308 712	548 602	20 046 961	-	(17 389 374)	<b>81 514 901</b>

**Reconciliation of intangible assets – 31 March 2019**

	Opening balance	Additions	Additions – internally generated	Disposal	Amortisation	Closing balance
Computer software	81 494 700	551 563	14 050 582	(36 051)	(17 752 082)	<b>78 308 712</b>

Intangible assets are not pledged as security for liabilities.

**Electoral Commission**  
**Notes to the Annual Financial Statements for the year ended 31 March 2020**

	Note	31 March 2020 R	31 March 2019 R
<b>10. Trade and other payables from exchange transactions</b>			
Trade payables		50 189 683	109,840 990
Payroll payables		24 926 320	31 314 222
Leave pay accruals		71 853 457	76 739 437
Deposits received*		317 700	22 538 865
EFTs not cleared for payment at year-end		5 528 854	304 259
		<u>152 816 014</u>	<u>240 737 773</u>

\* Refers to amounts paid on the last day of the financial year that do not reflect on the bank statement.

**11. Operating lease liability**

**Operating lease straight lining**

Due within 12 months	4 657 793	8 924 894
Due after 12 months	26 438 950	30 964 084
	<u>31 096 743</u>	<u>39 888 978</u>
<b>Total minimum lease payments</b>		
Not later than one year	83 856 089	102 134 597
Later than one year and not later than five years	213 976 116	237 223 700
Later than five years	12 802 384	31 728 229
	<u>310 634 589</u>	<u>371 086 526</u>

The minimum lease payments reflected above relate to building lease commitments in respect of contracts that were in place and active as at 31 March 2020 only. Other contractual commitments, including new leases that were not active at 31 March 2020, are included under Note 25.

Operating lease payments represent rentals payable by the Electoral Commission, including the National Office, nine provincial offices, 10 warehouses and 213 local electoral offices (2019: 233). No contingent rent is payable. New contracts entered into have an average term of five to seven years and escalate at an average of 8% per annum. The Commission has leased 75 (2019: 74) local offices from various municipalities across the country at no cost to the Commission. The fair value of the rental for these offices could not be reliably determined as at 31 March 2020. Revenue from non-exchange transactions has therefore not been recognised in this regard.

**12. Foreign and local aid assistance**

CoGTA – KwaZulu-Natal		
Amount received	47 000 000	-
<b>Amount utilised</b>	(19 306 685)	-
	<u>27 693 315</u>	<u>-</u>

The Commission was approached by KwaZulu-Natal Provincial Department of Cooperative Governance and Traditional Affairs to assist in holding free and fair elections for traditional council in KwaZulu-Natal. The Commission was provided R47 million. Of this, R19.3 million was spent. Refer to Note 15. The Traditional Council elections were postponed by the provincial government following successful court applications challenging the legitimacy of some elections by a number of traditional leaders. Registration was held on 25 January 2020 with the elections planned for 29 February 2020. The funds were used to procure materials and recruit staff. The unspent balance will be refunded to CoGTA.



## Electoral Commission Notes to the Annual Financial Statements for the year ended 31 March 2020

### 13. Provisions

#### Reconciliation of provisions

	Opening balance	Paid during the year	Additional provisions made in the year	Closing balance
<b>March 2020</b>				
Lump sum retirement	5 394 898	(7 445 549)	10 277 311	<b>8 226 660</b>
<b>March 2019</b>				
Lump sum retirement	2 101 808	(3 238 329)	6 531 419	<b>5 394 898</b>

**Lump sum retirement:** A provision is made for employees who have reached 60 years of age and may choose to retire. A rate of 6% was applied to the amount payable to all employees having reached the age of 60 years, but not yet at retirement age (early retirement), which is based on the actual percentage of early retirements in the past four years. A payment is made when an employee reaches retirement age or chose to retire early in the 2020/21 financial year.

Note	31 March 2020 R	*Restated 31 March 2019 R
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### 14. Revenue from non-exchange transactions

Parliamentary allocation	2 012 749 000	1 965 004 000
Sponsorship revenue	5 150 000	-
Lease revenue	2 753 780	2 600 219
	<b>2 020 652 780</b>	<b>1 967 604 219</b>

Lease revenue represents savings on local office voting stations offered at no cost by service providers.

### 15. Revenue from exchange transactions

Political party registration fees		11 400	39 700
Investment revenue <sup>1</sup>		48 209 576	41 774 662
Foreign and local aid assistance <sup>2</sup>		19 306 685	-
Elections-related revenue <sup>3</sup>		46 810 981	*49 836 220
Other operating revenue	15.1	950 825	209 433
		<b>115 289 467</b>	<b>91 860 015</b>

<sup>1.</sup> Investment revenue represents interest received on cash and cash equivalents. These investments are held with one of the top four South African banks.

<sup>2.</sup> Foreign and local aid assistance represents cash received from the KwaZulu-Natal provincial Department of Cooperative Governance and Traditional Affairs to assist with Traditional Council elections. The amount has been accounted for in terms of GRAP 9. Refer to Note 12.

<sup>3.</sup> Elections-related revenue represents the leasing of equipment and floor space that was offered to the South African Broadcasting Corporation at the National and Provincial Results Centres during NPE 2019 and they provided the Electoral Commission with advertising space through their digital, television and radio space. This was a barter agreement between two entities within the same sphere of government. Prior year represents coverage provided to the Commission during registration weekends as per the umbrella agreement refer to Note 32

**Electoral Commission**  
**Notes to the Annual Financial Statements for the year ended 31 March 2020**

Note	31 March 2020 R	*Restated 31 March 2019 R
<b>15.1 Other operating revenue</b>		
Elections-related revenue	2 250	5 396
Commissions earned	14 748	16 304
Short message services (SMS)	275 651	137 003
Other operating income	658 176	50 730
	<b>950 825</b>	<b>209 433</b>

Other income is mostly made up of sale of waste paper.

**16. Employee-related costs**

Wages and salaries	669 201 253	671 728 911
Allowances	20 618 829	15 830 260
Employer contributions to defined contribution plan	41 525 395	39 172 887
Employer contributions: other	20 468 195	18 505 834
Leave accrual	2 825 935	20 621 544
Lump sums – retirement	10 277 311	6 531 419
Relocation costs	159 593	671 541
Long service awards	4 643 560	20 884 215
Deployment cost	10 721	-
	<b>769 730 792</b>	<b>793 946 611</b>

**17. Goods and services**

Advertising	88 916 514	*95 25 820
Bank charges	3 129 129	2 239 151
Catering	1 119 016	1 721 157
Communications and connectivity	65 122 120	42 368 922
Conferences and workshops	80 277 266	41 372 283
Consumables	18 658 249	2 355 563
Insurance	2 290 127	1 891 611
Inventory	45 547 246	17 297 893
Printing and stationery	51 274 524	27 091 101
Professional services	210 246 325	178 401 406
Property expenses – other	21 230 489	18 673 228
Property expenses - voting station rentals	18 162 493	17 224 810
Rentals equipment	21 026 232	5 211 331
Software licenses	39 474 485	31 003 251
Storage and distribution costs	20 602 602	12 690 545
Study expenditure	2 121 684	861 190

**Electoral Commission**  
**Notes to the Annual Financial Statements for the year ended 31 March 2020**

	<b>Note</b>	<b>31 March 2020</b>	<b>31 March 2019</b>
		<b>R</b>	<b>R</b>
Repairs and maintenance		12 369 794	16 677 250
Subscriptions and membership fees		2 019 893	1 552 801
Subsistence and travel		315 058 939	94 863 217
Voting station staff		291 671 905	77 552 555
Other permanent and fixed term staff		23 387 034	17 310 663
Sundry expenditure		2 878	7 675
Travel expenses		51 264 489	51 918 921
		<b>1 069 914 494</b>	<b>660 678 126</b>
<b>18. Depreciation, amortisation and impairment</b>			
Amortisation		17 389 374	17 752 082
Depreciation		29 868 582	27 946 801
Increase in impairment allowance – heritage assets		223	687
(decrease)/increase in impairment allowance – property, plant and equipment		138 872	(9 868 163)
		<b>47 397 051</b>	<b>35 831 407</b>
<b>19. Audit fees</b>			
Auditor-General		<b>6 867 200</b>	<b>8 431 622</b>
<b>20. Lease rental costs</b>			
Lease rental costs		<b>108 714 513</b>	<b>104 798 727</b>
The lease rental cost is the smoothed cost of the rentals paid for national, provincial and local municipal offices, and warehouses.			
<b>21. Finance costs</b>			
Interest paid on late payments to suppliers		12 294	6 215
Exchange loss (gain)		5 835	3 097
		<b>18 129</b>	<b>9 312</b>
<b>22. Debt impairment</b>			
Write-offs		6 442	-
Debt impairment		163 604	(232 962)
		<b>170 046</b>	<b>(232 962)</b>

**Electoral Commission**  
**Notes to the Annual Financial Statements for the year ended 31 March 2020**

	Note	31 March 2020 R	31 March 2019 R
<b>23. Deficit on disposal of non-current assets</b>			
Deficit on disposal of non-current assets		(631 032)	(166 093)
Composition of deficit from sale of non-current assets			
Disposal of non-current assets		(1 989 858)	(751 786)
Proceeds from sale of non-current assets		1 358 826	585 693
Deficit on disposal of non-current assets		<b>(631 032)</b>	<b>(166 093)</b>
<b>24. Cash generated from operations</b>			
Surplus/(deficit) for the year		132 498 990	455 835 298
Adjustments for:			
Depreciation, amortisation and impairment	18	47 397 051	35 831 407
Deficit on disposal of assets	23	631 032	166 093
Movements in operating lease liability and accruals		(8 792 235)	(2 563 395)
Movements in provisions		2 831 762	3 293 090
Debt impairment		170 046	232 962
Foreign exchange		5 835	3 104
Other prior year period error			94 479
Foreign and local aid assistance		27 693 315	-
Changes in working capital:			
Decrease in inventories		31 792 148	(36 972 480)
Decrease in trade and other receivables from exchange transactions		9 722 729	(17 248 278)
Increase in trade and other payables from exchange transactions		(88 267 686)	103 496 020
		<b>155 682 987</b>	<b>542 168 300</b>
<b>25. Commitments</b>			
<b>Commitments for operational expenditure</b>			
Contracted		244 963 236	164 558 685
Approved but not contracted		5 570 582	20 789 122
<b>Total commitments</b>		<b>250 533 818</b>	<b>185 347 807</b>
Not later than one year		70 058 084	92 455 477
Later than one year and not later than five years		161 641 830	47 857 135
Later than five years		13 263 322	24 246 073
Approved but not contracted		5 570 582	20 789 122
<b>Total commitments</b>		<b>250 533 818</b>	<b>185 347 807</b>

Commitments disclosed take into consideration the escalation clauses as per the contractual agreements. The operating lease commitments in respect of contracts on which payments had been made during the year have been disclosed in the operating lease liability note (Note 11). An additional amount of R25 042 567 is in respect of a contract for office accommodation that has not yet commenced due to a prolonged court case. The court case has ended and construction of the building will commence once the contract is signed.

## Electoral Commission Notes to the Annual Financial Statements for the year ended 31 March 2020

	Note	31 March 2020 R	31 March 2019 R
<b>26. Contingencies</b>			
Legal		4 839 348	27 328 027
Staff		1 516 448	2 382 295
<b>Total contingencies</b>		<b>6 355 796</b>	<b>29 710 322</b>

Legal contingencies relate to civil claims against the Electoral Commission. Staff contingencies relate to cases currently under consideration in terms of internal policies, by the CCMA or with the courts. The likelihood of these 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 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>2020</b>					
Trade and other payables	152 816 014	152 816 014	152 816 014	–	–
<b>2019</b>					
Trade and other payables	240 737 773	240 737 773	240 737 773	–	–

### Credit risk

The carrying amounts of the financial assets represent the maximum credit exposure. With respect to credit risk arising from cash and cash equivalents, cash is placed with authorised financial institutions.

The maximum exposure at the reporting date was:

Cash and cash equivalents (Note 4)	699 355 615	617 243 284
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The maximum exposure to credit risk for trade receivables at the reporting date by category is:

Cash collateral provided (Note 5)	15 605 500	14 934 133
Accrued interest – major South African banks	1 263 557	1 860 000
Sundry receivables – employees and suppliers (Note 5)	7 600 408	635 333
Less: Impairment allowance	(628 038)	(493 234)
	<b>23 841 427</b>	<b>16 936 232</b>

## Electoral Commission Notes to the Annual Financial Statements for the year ended 31 March 2020

Note	31 March 2020 R	31 March 2019 R
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### Impairment losses

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

Not past due	23 841 427	16 936 232
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An amount of R628 038 (2019: R493 234) has been provided for as doubtful debts and is included in the amounts disclosed above. This provision relates to identified debtors that were considered doubtful and were not likely to be received.

### Cash flow

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

Parliamentary allocation	2 012 749 000	1 965 004 000
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## 28. Related parties

### Key management compensation

	Salary	Short-term benefits	Total 2020	Total 2019
<b>Commissioners</b>				
Chairperson	2 565 270	46 800	2 612 070	2 571 902
Vice-Chairperson <sup>1</sup>	2 251 436	46 800	2 298 236	1 337 616
Vice-Chairperson <sup>2</sup>	-	-	-	1 414 800
Full-time Commissioner <sup>3</sup>	4 502 872	93 600	4 596 472	3 115 067
	<b>9 319 578</b>	<b>187 200</b>	<b>9 506 778</b>	<b>8 439 385</b>

<sup>1</sup> The former part-time Commissioner was appointed full time as Vice-Chairperson effective 5 November 2018 for the duration of her seven-year term.

<sup>2</sup> The term of the Vice-Chairperson and full-time Commissioner ended on 2 November 2018.

<sup>3</sup> Two full-time Commissioners were appointed on 5 November 2018 for a seven-year term.

Commissioners do not qualify for membership of the GEPPF.

	Salary	Short-term benefits	Heightened activity	Total 2020	Total 2019
<b>Executive management salaries</b>					
Chief Electoral Officer	2 486 448	313 437	313 363	3 113 248	2 959 240
Deputy CEO: Electoral Operations	1 747 431	238 056	241 756	2 227 243	1 204 712
Deputy CEO: Outreach	-	-	-	-	1 517 461
Acting Deputy CEO: Outreach	1 692 606	272 879	234 279	2 199 764	305 584
Deputy CEO: Corporate Services	1 747 431	238 056	241 756	2 227 243	2 029 878
Chief Executive: Party Funding <sup>1</sup>	1 212 528	165 696	108 230	1 486 454	-
Interim Chief Financial Officer <sup>2</sup>	1 900 130	27 447	160 146	2 087 723	1 242 816
Chief Financial Officer <sup>3</sup>	-	-	40 700	40 700	699 112
Chief Information Officer	1 743 762	237 614	241 256	2 222 632	2 081 910
	12 530 336	1 493 185	1 581 486	15 605 007	12 040 713
<b>Total key management compensation</b>	<b>21 849 914</b>	<b>1 680 385</b>	<b>1 581 486</b>	<b>25 111 785</b>	<b>20 480 098</b>

<sup>1</sup> Chief Executive: Party Funding was appointed effective 1 August 2019.

<sup>2</sup> Interim Chief Financial Officer was appointed on 3 April 2019.

<sup>3</sup> Chief Financial Officer was appointed 1 November 2018 and resigned effective 29 February 2019.

## Electoral Commission

### Notes to the Annual Financial Statements for the year ended 31 March 2020

Note	31 March 2020 R	31 March 2019 R
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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 in carrying out its operational functions. As a constitutional institution, the Electoral Commission reports to the National Assembly. Accordingly, a related-party relationship is implied notwithstanding that all Electoral Commission transactions with government entities are at arm's length and on commercial terms.

The core function of the Electoral Commission is the impartial management of free and fair elections in all spheres of government. The adequate funding of the Electoral Commission through parliamentary appropriation is necessary to ensure that the Commission delivers on its mandate in terms of electoral precepts.

The parliamentary allocation transferred through the Department of Home Affairs has been disclosed in Note 14.

Refer to Note 15 for related-party transactions between the IEC and the SABC.

There were no other outstanding balances with related parties.

## 29. Irregular expenditure

Opening balance	24 000 701	58 700 040
Add: Irregular expenditure incurred in the current year	21 515 571	131 869 723
Add: Irregular expenditure incurred in previous years identified in current year	483 035	312 128
Current year		
Less: Amount condoned in the current year	(25 757 518)	(166 881 190)
Non-compliance with Supply Chain Management Policy (current year)	(25 757 518)	-
Lump-sum payments (current year)		(487 104)
Lump-sum payments (prior year)		-
Riverside Office Park lease (current year)		(13 909 492)
Riverside Office Park lease (prior year)		-
Tax clearance certificate (current year)		(243 149)
Tax clearance certificate (prior year)		(10 746 992)
Non-compliance with Supply Chain Management Policy Bid Adjudication Committee (current year)		(101 170 917)
Non-compliance with Supply Chain Management Policy Bid Adjudication Committee (prior year)		(25 655 478)
Approval for deviation not requested from National Treasury (current year)		
National Treasury (current year)		(286 541)
Approval for deviations not requested from National Treasury (prior year)		
National Treasury (prior year)		(838 000)
Failure to indicate evaluation criteria on requests for quotations over R30 000.00 (prior year)		(9 404 944)
Other compliance matters (prior year)		(4 138 573)
	<b>20 241 789</b>	<b>24 000 701</b>

Irregular expenditure relates to non-compliance with Treasury Regulations, PPPFA and non-compliance with any other regulations governing the Electoral Commission.

### 29.1 Irregular expenditure incurred

<b>Riverside Office Park – lease contract</b>	-	13 909 492
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The lease was subject to judicial review at the Northern Gauteng High Court, which came to the conclusion that it will not be in the interest of justice to set the lease aside.

<b>Non-compliance with employment regulations</b>	-	487 104
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Lump sum payments made to staff on retirement is based on the Commission's employment regulations. The total amount incurred has been condoned and a process has been implemented to prevent further irregular expenditure from being incurred. Employment regulations have been updated and gazetted as of 1 November 2019 to prevent further irregular expenditure.

## Electoral Commission

### Notes to the Annual Financial Statements for the year ended 31 March 2020

<b>Tax clearance certificates</b>	-	243 149
Tax clearance certificates are obtained and validated on the date of the close of bids. The Auditor-General has now indicated that a second check needs to be made to ensure that tax affairs remain in order for potential suppliers on the date of the award of the contract. The irregular expenditure incurred in the current year relates to non-compliance identified in the prior year and will continue to be incurred until the expiry of the contract.		
<b>Non-compliance with Supply Chain Management Policy</b>	-	101 170 917
The Bid Adjudication Committee was not constituted in compliance with the Electoral Commission's terms of reference. No financial misconduct occurred and services were duly received.		
<b>Approval for deviations not requested from National Treasury</b>	-	286 541
Deviation from competitive bidding, which was approved by the Commission. National Treasury approval was not requested.		
<b>Other current-year non-compliance</b>	21 998 606	16 084 648
Expenditure incurred in the current year where processes were non-compliant with procurement regulations. There is no loss to the Electoral Commission.		
	<b>21 998 606</b>	<b>132 181 851</b>
<b>Note</b>	<b>31 March 2020</b>	<b>31 March 2019</b>
	<b>R</b>	<b>R</b>

#### 29.2.1 Expenditure condoned during the year

Non-compliance with employment regulations (lump-sum payments)	-	487 104
Riverside Office Park – lease contract	-	13 909 492
Non-compliance with procurement regulations	25 757 518	13 909 492
	<b>25 757 518</b>	<b>166 881 190</b>

#### 29.2.2 Expenditure awaiting condonation

Incorrect (10%) cash allowance benefit paid to Commissioners	1 796 569	1 796 569
Failure to indicate evaluation criteria on requests for quotations over R30 000	386 785	386 785
Non-compliance identified during the year	9 933 648	-
Other non-compliant matters	8 124 787	21 817 347
	<b>20 241 789</b>	<b>24 000 701</b>

#### 29.3 Consequence management

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

### 30. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure	<b>1 353 321</b>	<b>1 327 469</b>
<b>Made up as follows:</b>		
Opening balance	1 327 469	1 292 454
Add: Fruitless and wasteful expenditure in the current year		
Interest incurred due to late payments of invoices	12 294	6 215
Payment made to an incorrect service provider	-	28 800
Cancellation fees	13 558	-
	<b>1 353 321</b>	<b>1 327 469</b>

Fruitless and wasteful expenditure incurred in the current year is being investigated and corrective action will be taken.



## Electoral Commission Notes to the Annual Financial Statements for the year ended 31 March 2020

### 31. Explanation of variances between budget and Statement of Financial Performance

- 1 **Revenue:** The increase in revenue is due to investment revenue being higher than budgeted. This is due to various procurement delays resulting in cash not utilised. Lease revenue, local and foreign aid and elections-related revenue is also not included in budget forecasts.
- 2 **Employee-related costs:** The underspend on employee-related costs is mainly due to delays in filling permanent staff vacancies due to the pending implementation of the organisational review.
- 3 **Goods and services:** The underspend on goods and services is mainly due to procurement delays resulting in projects rolling over. These include the finalisation of the ICT hardware refresh, the procurement of replacement vehicles, the procurement of prefabricated office blocks and local office furniture. The underspend also includes various system enhancement projects that did not commence as early as planned. Projects that are unfunded in 2020/21 and for which budget was availed in 2019/20 will also roll over. This includes budget for the new Party Funding unit and ongoing voters' roll maintenance.
- 4 **Depreciation, amortisation and impairment:** The difference (decrease) in the amounts for depreciation, amortisation and impairment is largely as a result of the useful life review and residual value assessments that are conducted annually at financial year-end.

### 32. Prior-year period error

**Election related revenue** 49 836 220

The Electoral Commission entered into an agreement for coverage of national and provincial elections during NPE 2019, The Commission was provided with free advertising during registration weekends and in the build-up to NPE 2019 in exchange for floor space at the national and provincial ROCs.

The transaction does not have an impact on the Statement of Financial Position, Statement of Changes in Net Assets or the Cash Flow Statement. The correction is as follows:

#### Statement of Financial Performance

Expense	Debit:	<b>R49 836 220</b>
Revenue	Credit:	<b>(R49 836 220)</b>

#### Financial Instrument risk management note

A prepayment amounting to R32 765 325 was included in the trade and other receivables amount of R49 701 557, which does not represent a financial asset, in contravention of GRAP 104 paragraph 13. This amount was subsequently removed from the note.

## 33. Segment Reporting

## SEGMENT REPORTING AS AT 31 MARCH 2020

## Statement of Financial Performance

2019/20	National Office	Eastern Cape	Free State	Gauteng	KwaZulu-Natal	Mpumalanga	Northern Cape	Limpopo	North West	Western Cape	Total
<b>REVENUE</b>											
Revenue from non-exchange transactions	2 012 749 000	-	-	-	-	-	-	-	-	-	2 012 749 000
Inter-segment transfers	(1 184 408 289)	210 783 242	88 026 307	150 427 188	218 791 495	96 774 565	76 622 146	135 986 437	96 145 991	110 850 918	-
Sponsorship income	5 150 000	-	-	-	-	-	-	-	-	-	5 150 000.00
Lease revenue	-	96 664	413 916	861 932	731 539	124 602	68 875	92 870	182 745	180 637	2 753 780
Revenue from exchange transfers	95 488 598	30 370	46 386	52 718	19 509 782	-	-	48 915	-	112 698	115 289 467
<b>Total segment revenue</b>	<b>928 979 309</b>	<b>210 910 276</b>	<b>88 486 609</b>	<b>151 341 838</b>	<b>239 032 816</b>	<b>96 899 167</b>	<b>76 691 021</b>	<b>136 128 222</b>	<b>96 328 736</b>	<b>111 144 253</b>	<b>2 135 942 247</b>
Employee costs	161 791 503	111 052 308	45 429 961	61 410 268	113 849 351	49 656 665	45 762 086	72 989 955	51 001 239	56 787 456	769 730 792
Goods and services	581 992 206	80 146 423	35 270 431	79 246 931	100 425 830	37 690 715	21 436 618	54 706 082	36 580 116	42 419 142	1 069 914 494
Depreciation and amortisation	33 775 725	2 101 020	1 051 750	1 516 286	2 513 680	1 014 786	1 398 353	1 510 855	1 212 153	1 302 443	47 397 051
Audit fees	6 867 200	-	-	-	-	-	-	-	-	-	6 867 200
Debt impairment	170 046	-	-	-	-	-	-	-	-	-	170 046
Finance costs	5 835	678	1 819	4 232	2 616	-	390	102	445	2 012	18 129
Operating lease expense	36 688 184	16 218 269	4 066 954	5 330 236	10 242 889	8 306 339	6 488 374	6 890 788	5 309 818	9 172 662	108 714 513
<b>Total segment expenses</b>	<b>821 290 699</b>	<b>209 518 698</b>	<b>85 820 915</b>	<b>147 507 953</b>	<b>227 034 366</b>	<b>96 668 505</b>	<b>75 085 821</b>	<b>136 097 782</b>	<b>94 103 771</b>	<b>109 683 715</b>	<b>2 002 812 225</b>
<b>(Deficit) on sale of assets</b>	<b>(645 037)</b>	<b>(145 149)</b>	<b>7 738</b>	<b>10 706</b>	<b>(4 165)</b>	<b>30 960</b>	<b>85 805</b>	<b>10 346</b>	<b>17 765</b>	<b>(1)</b>	<b>(631 032)</b>
<b>Surplus/(deficit) for the year</b>	<b>107 043 573</b>	<b>1 246 429</b>	<b>2 673 432</b>	<b>3 844 591</b>	<b>2 224 974</b>	<b>261 622</b>	<b>1 691 005</b>	<b>40 786</b>	<b>2 242 730</b>	<b>1 460 537</b>	<b>132 498 990</b>

Electoral Commission  
Notes to the Annual Financial Statements for the year ended 31 March 2020

### Statement of Financial Position

2019/20	National Office	Eastern Cape	Free State	Gauteng	KwaZulu-Natal	Mpumalanga	Northern Cape	Limpopo	North West	Western Cape	Total
<b>Current assets</b>	<b>725 815 603</b>	<b>4 021 707</b>	<b>2 160 001</b>	<b>3 291 667</b>	<b>4 980 151</b>	<b>2 341 235</b>	<b>2 689 994</b>	<b>2 530 567</b>	<b>2 711 416</b>	<b>2 950 648</b>	<b>753 492 989</b>
Trade and other receivables	35 476 852	941 470	313 993	245 429	644 128	412 369	255 069	388 478	260 296	1 210 790	40 148 874
Cash and cash equivalents	687 892 997	2 005 700	1 120 383	1 013 764	1 241 835	1 352 948	1 349 824	1 460 318	1 325 282	592 564	699 355 615
Inventories	2 445 754	1 074 537	725 625	2 032 474	3 094 188	575 918	1 085 101	681 771	1 125 838	1 147 294	13 988 500
<b>Non-current assets</b>	<b>164 240 698</b>	<b>15 318 087</b>	<b>7 432 673</b>	<b>10 132 039</b>	<b>20 319 227</b>	<b>9 123 205</b>	<b>10 684 623</b>	<b>14 601 626</b>	<b>10 255 930</b>	<b>9 680 454</b>	<b>271 788 562</b>
PPE	81 248 324	15 206 136	7 419 273	10 106 941	20 308 504	9 115 973	10 684 623	14 594 053	10 240 335	9 678 269	188 602 431
Heritage	1 477 473	111 951	13 400	25 098	10 723	7 232	-	7 573	15 595	2 185	1 671 230
Intangibles	81 514 901	-	-	-	-	-	-	-	-	-	81 514 901
<b>Total assets</b>	<b>890 056 301</b>	<b>19 339 794</b>	<b>9 592 674</b>	<b>13 423 706</b>	<b>25 299 378</b>	<b>11 464 440</b>	<b>13 374 617</b>	<b>17 132 193</b>	<b>12 967 346</b>	<b>12 631 102</b>	<b>1 025 281 551</b>
<b>LIABILITIES</b>											
<b>Current liabilities</b>	<b>136 880 647</b>	<b>3 845 162</b>	<b>1 539 297</b>	<b>2 351 299</b>	<b>34 913 569</b>	<b>2 970 426</b>	<b>3 246 215</b>	<b>2 065 936</b>	<b>1 763 033</b>	<b>3 818 198</b>	<b>193 393 782</b>
Trade payables	128 353 499	4 030 444	1 594 123	2 171 413	6 524 816	2 051 580	2 766 030	2 052 083	1 723 513	1 548 513	152 816 014
Provision – long service	3 226 878	180 502	-	219 412	604 676	920 861	672 813	146 020	46 429	2 209 069	8 226 660
Foreign and local aid assistance	-	-	-	-	27 693 315	-	-	-	-	-	27 693 315
Current short-term portion of lease	5 300 270	(365 784)	(54 826)	(39 526)	90 762	(2 015)	(192 628)	(132 167)	(6 909)	60 616	4 657 793
<b>Non-current liabilities</b>	<b>11 932 349</b>	<b>4 557 221</b>	<b>612 789</b>	<b>453 539</b>	<b>1 495 150</b>	<b>1 255 139</b>	<b>1 729 436</b>	<b>1 661 955</b>	<b>1 162 430</b>	<b>1 578 942</b>	<b>26 438 950</b>
Operating lease liability	11 932 349	4 557 221	612 789	453 539	1 495 150	1 255 139	1 729 436	1 661 955	1 162 430	1 578 942	26 438 950
<b>Total liabilities</b>	<b>148 812 996</b>	<b>8 402 383</b>	<b>2 152 086</b>	<b>2 804 838</b>	<b>36 408 719</b>	<b>4 225 565</b>	<b>4 975 651</b>	<b>3 727 891</b>	<b>2 925 463</b>	<b>5 397 140</b>	<b>219 832 732</b>
Accumulated surplus	805 448 819	-	-	-	-	-	-	-	-	-	805 448 819
<b>Total liabilities and net assets</b>	<b>954 261 815</b>	<b>8 402 383</b>	<b>2 152 086</b>	<b>2 804 838</b>	<b>36 408 719</b>	<b>4 225 565</b>	<b>4 975 651</b>	<b>3 727 891</b>	<b>2 925 463</b>	<b>5 397 140</b>	<b>1 025 281 551</b>
<b>Number of employees</b>											
Permanent	142	167	52	69	138	60	55	93	74	66	916
<b>Number of offices</b>	2	40	20	38	52	18	27	26	19	30	272

## Electoral Commission

## Notes to the Annual Financial Statements for the year ended 31 March 2020

## SEGMENT REPORTING AS AT 31 MARCH 2018

2018/19	National Office	Eastern Cape	Free State	Gauteng	KwaZulu-Natal	Mpumalanga	Northern Cape	Limpopo	North West	Western Cape	Total
<b>REVENUE</b>											
Revenue from non-exchange transactions	1 965 004 000										1 965 004 000
Inter-segment transfers	(946 608 357)	172 708 428	72 256 067	97 356 642	175 885 634	80 941 994	72 278 137	109 911 215	77 585 298	87 684 942	-
Lease revenue	2 600 219										2 600 219
Revenue from exchange transfers	91 819 286	-	-	1 432	25 929	-	3 771	2 656	6 941	-	*91 860 015
<b>Total segment revenue</b>	<b>1 112 815 148</b>	<b>172 708 428</b>	<b>72 256 067</b>	<b>97 358 074</b>	<b>175 911 563</b>	<b>80 941 994</b>	<b>72 281 908</b>	<b>109 913 871</b>	<b>77 592 239</b>	<b>87 684 942</b>	<b>2 059 464 234</b>
Employee costs	(180 427 076)	(108 976 127)	(46 985 496)	(62 904 926)	(116 354 854)	(49 303 997)	(48 160 372)	(74 001 004)	(50 587 005)	(56 245 754)	(793 946 611)
Goods and services	(421 551 455)	(46 542 391)	(18 820 467)	(25 303 478)	(46 183 864)	(20 804 728)	(14 817 032)	(27 923 337)	(19 514 488)	(19 216 886)	*(660 678 126)
Audit fees	(8 431 622)	-	-	-	-	-	-	-	-	-	(8 431 622)
Depreciation and amortisation	(22 751 585)	(1 880 750)	(1 037 084)	(1 507 788)	(2 420 550)	(1 120 874)	(1 315 372)	(1 490 898)	(1 149 308)	(1 157 198)	(35 831 407)
Debt impairment	232 962	-	-	-	-	-	-	-	-	-	232 962
Finance costs	(2 842)	(932)	-	-	(1 372)	-	(2 827)	(591)	(748)	-	(9 312)
Operating lease expense	(39 376 534)	(14 671 092)	(3 745 368)	(4 811 861)	(9 525 768)	(7 621 825)	(5 890 876)	(6 320 346)	(4 883 555)	(7 951 502)	(104 798 727)
<b>Total segment expenses</b>	<b>(672 308 145)</b>	<b>(172 071 292)</b>	<b>(70 588 415)</b>	<b>(94 528 053)</b>	<b>(174 486 408)</b>	<b>(78 851 424)</b>	<b>(70 186 479)</b>	<b>(109 736 176)</b>	<b>(76 135 104)</b>	<b>(84 571 340)</b>	<b>(1 603 462 843)</b>
<b>(Deficit) on sale of assets</b>	<b>(24 644)</b>	<b>62 632</b>	<b>6 453</b>	<b>(12 764)</b>	<b>(37 838)</b>	<b>(36 736)</b>	<b>(49 953)</b>	<b>(69 775)</b>	<b>(473)</b>	<b>(2 995)</b>	<b>(166 093)</b>
<b>Surplus/(deficit) for the year</b>	<b>440 482 352</b>	<b>699 768</b>	<b>1 674 105</b>	<b>2 817 257</b>	<b>1 387 317</b>	<b>2 053 834</b>	<b>2 045 476</b>	<b>107 920</b>	<b>1 456 662</b>	<b>3 110 607</b>	<b>455 835 298</b>

Electoral Commission  
Notes to the Annual Financial Statements for the year ended 31 March 2020

	National Office	Eastern Cape	Free State	Gauteng	KwaZulu-Natal	Mpumalanga	Northern Cape	Limpopo	North West	Western Cape	Total
<b>2018/19</b>											
<b>Current assets</b>	664 018 016	8 309 930	3 567 596	6 995 769	8 374 943	4 258 064	3 636 408	4 895 835	3 795 338	4 873 590	712 725 489
Trade and other receivables	44 949 550	915 488	307 879	400 980	655 197	413 190	393 053	267 374	257 795	1 141 051	49 701 557
Cash and cash equivalents	604 055 020	2 818 188	1 136 295	1 030 961	2 044 327	1 357 546	1 852 058	1 119 157	677 914	1 151 818	617 243 284
Inventories	15 013 446	4 576 254	2 123 422	5 563 828	5 675 419	2 487 328	1 391 297	3 509 304	2 859 629	2 580 721	45 780 648
<b>Non-current assets</b>	149 905 131	13 816 577	6 409 706	8 838 134	18 947 560	7 681 544	13 164 619	9 881 614	9 305 299	8 295 804	246 245 988
PPE	70 118 946	13 704 625	6 396 307	8 812 887	18 936 837	7 674 312	13 157 046	9 881 614	9 289 629	8 293 620	166 265 823
Heritage	1 477 473	111 952	13 399	25 247	10 723	7 232	7 573	-	15 670	2 184	1 671 453
Intangibles	78 308 712	-	-	-	-	-	-	-	-	-	78 308 712
<b>Total assets</b>	<b>813 923 147</b>	<b>22 126 507</b>	<b>9 977 302</b>	<b>15 833 902</b>	<b>27 322 503</b>	<b>11 939 609</b>	<b>16 801 027</b>	<b>14 777 449</b>	<b>13 100 636</b>	<b>13 169 395</b>	<b>958 971 477</b>
<b>LIABILITIES</b>											
<b>Current liabilities</b>	226 067 892	5 250 860	2 635 569	3 433 156	4 527 678	2 349 814	3 861 951	2 030 666	2 672 961	2 227 018	255 057 565
Trade payables	212 935 114	5 993 506	2 770 558	3 408 002	4 016 079	1 926 743	3 378 583	2 286 327	2 383 264	1 639 597	240 737 773
Provision – long service	1 800 848	88 091	13 862	127 865	596 179	618 407	772 891	112 307	474 783	789 665	5 394 898
Current short-term portion of lease	11 331 930	(830 737)	(148 851)	(102 711)	(84 580)	(195 336)	(289 523)	(367 968)	(185 086)	(202 244)	8 924 894
<b>Non-current liabilities</b>	17 007 464	4 033 032	552 255	402 955	1 580 833	1 256 641	1 482 884	1 533 990	1 141 104	1 972 926	30 964 084
Operating lease liability	17 007 464	4 033 032	552 255	402 955	1 580 833	1 256 641	1 482 884	1 533 990	1 141 104	1 972 926	30 964 084
<b>Total liabilities</b>	<b>243 075 356</b>	<b>9 283 892</b>	<b>3 187 824</b>	<b>3 836 111</b>	<b>6 108 511</b>	<b>3 606 455</b>	<b>5 344 835</b>	<b>3 564 656</b>	<b>3 814 065</b>	<b>4 199 944</b>	<b>286 021 649</b>
Accumulated surplus	672 949 828	-	-	-	-	-	-	-	-	-	672 949 828
<b>Total liabilities and net assets</b>	<b>916 025 184</b>	<b>9 283 892</b>	<b>3 187 824</b>	<b>3 836 111</b>	<b>6 108 511</b>	<b>3 606 455</b>	<b>5 344 835</b>	<b>3 564 656</b>	<b>3 814 065</b>	<b>4 199 944</b>	<b>958 971 477</b>
<b>Number of employees</b>											
Permanent	138	169	54	71	142	60	92	55	76	68	925
<b>Number of offices</b>	<b>2</b>	<b>40</b>	<b>20</b>	<b>38</b>	<b>52</b>	<b>18</b>	<b>26</b>	<b>27</b>	<b>19</b>	<b>30</b>	<b>272</b>

**Electoral Commission**  
**Notes to the Annual Financial Statements for the year ended 31 March 2020**

### 34. 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 and there was a resultant reduction in depreciation in the current period as a result of extension of the relevant useful lives of the assets listed below.

	Cost R	Accumulated depreciation R	Net book value R
<b>Appliances</b>			
Before useful life review	4 967 496	(4 299 628)	667 868
After useful life review	4 967 496	(4 288 113)	679 383
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(11 515)</b>	<b>11 515</b>
<b>Cell phones</b>			
Before useful life review	535	(527)	8
After useful life review	535	(527)	8
<b>Difference due to change in estimate</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Computer equipment</b>			
Before useful life review	211 601 583	(124 394 133)	87 207 450
After useful life review	211 601 583	(123 395 137)	88 206 446
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(998 996)</b>	<b>998 996</b>
<b>Furniture and fittings</b>			
Before useful life review	79 184 478	(43 983 528)	35 200 950
After useful life review	79 184 478	(43 930 707)	35 253 771
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(52 821)</b>	<b>52 821</b>
<b>Leasehold improvements</b>			
Before useful life review	4 479 241	(3 272 587)	1 206 654
After useful life review	4 479 241	(3 206 054)	1 273 187
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(66 533)</b>	<b>66 533</b>
<b>Motor vehicles</b>			
Before useful life review	74 568 653	(37 043 994)	37 524 659
After useful life review	74 568 653	(36 131 818)	38 436 835
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(912 176)</b>	<b>912 176</b>
<b>Office equipment</b>			
Before useful life review	51 779 660	(42 586 099)	9 193 561
After useful life review	51 779 660	(42 271 109)	9 508 551
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(314 990)</b>	<b>314 990</b>
<b>Prefabricated buildings</b>			
Before useful life review	16 282 199	(3 001 732)	13 280 467
After useful life review	16 282 199	(2 999 920)	13 282 279
<b>Difference due to change in estimate</b>	<b>-</b>	<b>(1 812)</b>	<b>1 812</b>
<b>Scanners</b>			
Before useful life review	181 996 251	(179 953 970)	2 042 281
After useful life review	181 996 251	(179 953 970)	2 042 281
<b>Difference due to change in estimate</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total 2020</b>	<b>-</b>	<b>(2 358 843)</b>	<b>2 358 843</b>

## Electoral Commission Notes to the Annual Financial Statements for the year ended 31 March 2020

The change in estimate is due, in the main, to the adjusted increase in useful lives of the individual assets against the initial estimate upon recognition.

	Cost R	Accumulated depreciation R	Net book value R
<b>Useful life review – intangibles</b>			
<b>Software</b>			
Before useful life review	229 056 425	(149 985 864)	79 070 561
After useful life review	229 056 425	(147 541 524)	81 514 901
<b>Difference due to change in estimate</b>	-	<b>(2 444 340)</b>	<b>2 444 340</b>

The useful lives of software were adjusted to reflect the extended use of the assets over their initial estimate. The adjusted change is due, in the main, to the increase in the useful life of the Electoral Commission's ERP system (SAP).

**Electoral Commission**  
**Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2020**

**APPENDIX A**

	2020	2019
<b>INCOME</b>	<b>2 135 942 247</b>	<b>2 059 464 234</b>
Parliamentary allocation	2 012 749 000	1 965 004 000
Lease revenue	2 753 780	2 600 219
Political party registration fees	11 400	39 700
Interest received	48 209 576	41 774 662
Sponsorship income	5 150 000	-
Foreign and local aid assistance	19 306 685	-
Elections related revenue	46 810 981	*49 836 220
Other	950 825	209 433
<b>EXPENDITURE</b>	<b>2 002 812 225</b>	<b>1 603 462 843</b>
Personnel expenditure	769 730 792	797 747 334
Salaries	608 419 994	617 421 652
Permanent staff	518 443 647	492 294 672
Temporary staff	85 069 259	119 420 606
Voter education fieldworkers	14 342 201	39 307 336
Election support	24 427 905	23 586 323
By-elections	582 560	4 301 783
Registration	1 782 430	4 037 157
Expansion staff	43 934 163	48 188 007
MEO agents	4 907 088	5 706 373
Medical aid contributions	45 345 836	43 346 864
Housing benefits and allowances	15 435 423	14 761 119
Remunerative allowances – permanent staff	20 618 829	15 830 260
Leave pay provision	2 825 935	20 621 544
Lump sums – retirement	10 277 311	6 531 419
Employer's contributions and other allowances	61 993 590	57 678 721
Deployment costs	10 721	-
Long-service awards	4 643 560	20 884 215
Relocation cost	159 593	671 541



**Electoral Commission**  
**Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2020**

	2020	2019
<b>Administrative expenditure</b>	<b>1 166 259 212</b>	<b>744 998 873</b>
Electoral staff subsistence	291 671 905	73 751 826
Travel expenditure	51 264 489	51 918 921
Air transport	9 340 813	8 991 792
Hotel expenditure	26 299 271	27 963 681
Vehicle rental	4 087 784	2 195 362
Fuel	7 949 476	9 091 953
Other	3 587 144	3 676 133
Subsistence and travel	23 387 034	17 310 662
Communications and connectivity	65 122 120	42 368 922
Storage and distribution costs	20 602 602	12 690 545
Study expenditure	2 121 684	861 190
Subscriptions and membership fees	2 019 893	1 552 801
Advertising	88 916 514	*95 254 820
Catering/entertainment expenses	1 119 016	1 721 157
- Democracy Development and Voter Education	12 834	16 493
- Other – Corporate Services	289 165	710 244
- Logistics and Electoral Matters	817 018	994 420
Insurance	2 290 127	1 891 611
Conferences and workshops	80 277 266	41 372 283
- Democracy Development and Voter Education	4 520 610	7 176 233
- Other – Corporate Services	24 833 632	31 333 381
- Logistics and Electoral Matters	50 923 024	2 862 669
Consumables	18 658 249	2 355 562
Inventory	45 547 246	17 297 893
Printing and stationery	51 274 524	27 091 101
Software licenses	39 474 485	31 003 251
Rented equipment	21 026 232	5 211 331
Rental – land and buildings	148 107 494	140 696 765
Building rentals	108 714 513	104 798 727
Rates and taxes	21 230 489	18 673 228
Voting station rentals	18 162 493	17 224 810
Professional and other services	210 246 325	178 401 406
Bank charges	3 129 129	2 239 151
Sundry expenditure	2 878	7 675
Depreciation and impairment	47 397 051	35 831 407
Audit costs	6 867 200	8 431 622
Finance cost	18 129	9 319
Debt impairment	170 046	(232 962)
Maintenance and repairs	12 369 794	16 677 250
<b>Total expenditure</b>	<b>2 002 812 225</b>	<b>1 603 462 843</b>
(Deficit) on disposal/scrapping of assets	631 032	166 093
<b>(Deficit)/surplus for the year</b>	<b>132 498 990</b>	<b>455 835 298</b>

## Electoral Commission

## Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2020

## APPENDIX B

## Departmental expenditure statement

Relevant strategic objective	Total expenditure	Personnel expenditure	Administrative expenditure	Consumables	Equipment	Land and building rentals	Professional and other services
Internal Audit	15 399 994	3 871 587	316 063	24 216	-	-	11 188 129
Chief Electoral Officer	7 723 888	5 756 604	1 847 173	37 585	-	-	82 526
Commission Services	29 083 013	14 092 275	14 133 962	485 863	14 375	-	356 538
<b>Total Chief Electoral Office</b>	<b>52 206 896</b>	<b>23 720 466</b>	<b>16 297 198</b>	<b>547 664</b>	<b>14 375</b>	<b>-</b>	<b>11 627 193</b>
Deputy Chief Electoral Officer	3 079 736	3 005 132	57 961	16 643	-	-	-
Risk and Legal Compliance Officer	-	-	-	-	-	-	-
Legal Services	18 531 276	5 478 766	716 922	698 983	-	-	11 636 605
Budget and Party Funding, Compliance Verification	5 789 096	5 592 974	41 057	155 064	-	-	-
Financial Services	7 985 749	12 568 482	192 473	181 307	631 059	-8 792 235	3 204 664
Financial Management	8 260 798	40 317	448 957	688	-	-	7 770 836
Procurement and Asset Management	13 078 089	12 310 573	161 752	199 576	-	-	406 188
Human Resources	389 645 270	82 125 333	304 437 312	147 992	-	-	2 934 632
HR, Skills Development and Training, Support Services	2 156 357	2 106 622	49 735	-	-	-	-
Skills Development and Training	21 922 861	6 619 428	15 113 869	189 564	-	-	-
Support Services	110 390 659	8 678 443	12 994 149	615 693	7 319 316	55 320 063	25 462 996
Business Enterprise Systems	74 261 204	8 035 811	4 460	193 138	-	-	66 027 795
Information Communication Technology	67 826 723	4 162 270	28 761	-	60 803 158	-	2 832 534
IT Operations Services	106 841 948	3 188 513	1 623 876	73 688	2 631 427	-	99 324 444
<b>Total for Corporate Services</b>	<b>829 769 765</b>	<b>153 912 665</b>	<b>335 871 284</b>	<b>2 472 336</b>	<b>71 384 960</b>	<b>46 527 828</b>	<b>219 600 693</b>
<b>Total for National Office: Administration</b>	<b>881 976 661</b>	<b>177 633 131</b>	<b>352 168 481</b>	<b>3 020 001</b>	<b>71 399 335</b>	<b>46 527 828</b>	<b>231 227 885</b>
Deputy Chief Electoral Operations	5 588 570	2 885 689	2 494 004	5 471	-	-	203 406
Delimitation, Voting, Counting, Results and By-elections	117 957 525	15 948 697	60 657 624	4 796 611	-	1 291 505	35 263 087
Electoral Matters	2 620 330	2 477 522	138 991	3 817	-	-	-
Candidate Nomination, Party Liaison, Voters' Roll and Registration	17 674 160	9 768 094	1 891 519	2 350 941	8 075	-	3 655 531
Infrastructure, Courier Services	99 367 216	8 449 157	26 027 677	3 386 692	6 488	54 099 546	7 397 656
Logistics and Infrastructure	67 442	-	63 968	3 474	-	-	-
Logistics	178 638 010	12 131 092	20 877 126	92 564 390	18 978 495	23 994 757	10 092 150

## Electoral Commission

## Unaudited Detailed Income and Expenditure Statement for the year ended 31 March 2020

Relevant strategic objective	Total expenditure	Personnel expenditure	Administrative expenditure	Consumables	Equipment	Land and building rentals	Professional and other services
<b>Total for Electoral Operations</b>	<b>421 913 254</b>	<b>51 660 251</b>	<b>112 150 910</b>	<b>103 111 397</b>	<b>18 993 057</b>	<b>79 385 808</b>	<b>56 611 831</b>
Civic Education, Research and Knowledge Management	63 856 986	26 726 135	32 758 570	134 726	-	-	4 237 555
Research, Library, Knowledge Management Communication	11 553 661	4 021 276	322 008	1 464 391	-	-	5 745 986
Deputy Chief Electoral Outreach	70 892 941	4 634 053	50 701 410	8 381 720	-	-	7 175 758
	1 816 031	1 380 303	425 288	10 440	-	-	-
<b>Total for Outreach</b>	<b>148 119 619</b>	<b>36 761 767</b>	<b>84 207 276</b>	<b>9 991 277</b>	<b>-</b>	<b>-</b>	<b>17 159 299</b>
<b>Party Funding</b>	<b>3 610 860</b>	<b>3 026 403</b>	<b>526 886</b>	<b>57 572</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Chief Executive Party Funding</b>	<b>3 610 860</b>	<b>3 026 403</b>	<b>526 886</b>	<b>57 572</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total for National Office: Operations</b>	<b>573 643 733</b>	<b>91 448 421</b>	<b>196 885 072</b>	<b>113 160 246</b>	<b>18 993 057</b>	<b>79 385 808</b>	<b>73 771 129</b>
<b>Total for National Office</b>	<b>1 455 620 394</b>	<b>269 081 552</b>	<b>549 053 553</b>	<b>116 180 247</b>	<b>90 392 392</b>	<b>125 913 636</b>	<b>304 999 015</b>
Eastern Cape	100 364 267	93 339 429	3 081 512	229 905	-	2 670 475	1 042 945
Free State	41 137 117	36 833 988	1 827 971	114 491	-	2 123 309	237 359
Gauteng	50 599 670	46 385 371	1 394 814	186 761	-	2 325 261	307 464
KwaZulu-Natal	98 409 502	92 483 401	3 099 192	209 571	-	1 241 920	1 375 419
Mpumalanga	48 255 139	41 788 646	1 100 904	288 347	77 431	4 630 545	369 266
Northern Cape	43 059 371	38 111 677	2 129 410	206 681	81 909	2 222 745	306 948
Limpopo	67 200 818	62 111 595	2 044 581	113 489	-	2 340 492	590 661
North West	46 212 606	42 773 587	1 117 381	124 883	31 165	1 670 519	495 070
Western Cape	52 584 372	46 821 547	1 835 019	137 630	-	3 218 314	571 862
<b>Total for regional offices</b>	<b>547 822 862</b>	<b>500 649 240</b>	<b>17 630 783</b>	<b>1 611 758</b>	<b>190 506</b>	<b>22 443 580</b>	<b>5 296 994</b>
<b>Departmental expenditure</b>	<b>2 003 443 25</b>	<b>769 730 792</b>	<b>566 684 336</b>	<b>117 792 005</b>	<b>90 582 897</b>	<b>148 357 216</b>	<b>310 296 009</b>
<b>Total income</b>	<b>2 135 942 247</b>						
<b>Surplus for the year</b>	<b>132 498 991</b>						
<b>Unutilised surplus at 31 March 2019</b>	<b>672 949 828</b>						
<b>Unutilised surplus at 31 March 2020</b>	<b>805 448 819</b>						

## Abbreviations and acronyms

ACRONYM	DEFINITION	ACRONYM	DEFINITION
AD	Active Directory	EE	Employment Equity
AGSA	Auditor-General South Africa	EMD	Election Management Device
API	Application Programming Interface	ERP	Enterprise Resource Planning
ASB	Accounting Standards Board	ESS	Election Satisfaction Survey
AWEB	Association of World Election Bodies	ESS	Electoral Staff System
B-BBEE	Broad-based Black Economic Empowerment	Electoral Commission	The Electoral Commission established in section 3(1) of the Electoral Commission Act, Act No 51 of 1996, i.e. the organisation
BEE	Black Economic Empowerment	ERMC	Executive Risk Management Committee
BCP	Business continuity plan	Exco	Executive Committee
BOM	Bill of Materials	FISD	Forum of Institutions Supporting Constitutional Democracy
CAE	Chief Audit Executive	GEPF	Government Employees Pension Fund
CCMA	Commission for Conciliation, Mediation and Arbitration	GIS	Geographic Information Systems
CDE	Civic and Democracy Education	GRAP	Generally Recognised Accounting Practice
CEO	Chief Electoral Officer	HR	Human Resources
CFO	Chief Financial Officer	HSRC	Human Sciences Research Council
CGU	Cash-generating Unit	IARS	Institute for African Renaissance Studies
CoGTA	Department of Cooperative Governance and Traditional Affairs	ICT	Information and Communication Technology
COVID-19	Novel Coronavirus 2019	ICPS	International Centre for Parliamentary Studies
CSD	Central Supplier Database	IIA	Institute of Internal Auditors
DCEO	Deputy Chief Electoral Officer	International IDEA	International Institute for Democracy and Electoral Assistance
DDoS	Distributed Denial of Service	IPPF	Internal Professional Practise Framework
DeafSA	Deaf Federation of South Africa	ISP	Internet Service Provider
DEF	Democracy Education Facilitator	IT	Information Technology
DNS	Domain Name Server	LAN	Local Area Network
DPSA	Department of Public Service and Administration	LGE	Local Government Election
DRP	Disaster Recovery Plan	LIS	Logistics Information System
ECF	Electoral Commission's Forum	LMS	Learner Management System
ECN	Electoral Commonwealth Network		

ACRONYM	DEFINITION
MBA	Master's in Business Administration
MDEA	Management of Democratic Elections in Africa
MEO	Municipal Electoral Office
MOC	Municipal Outreach Coordinator
MRP	Materials Requirement Plan
MTEF	Medium-term Expenditure Framework
NATJOINTS	National Joint Operational and Intelligence Structure
NCOP	National Council of Provinces
NEHAWU	National Education, Health and Allied Workers' Union
NPE	National and Provincial Elections
NPLC	National Political Liaison Committee
OMS	Outreach Management System
OPFS	Online Party Funding System
PBSU	Programmable Barcode Scanning Unit
PEO	Provincial Electoral Officer
PFMA	Public Finance Management Act
PLC	Party Liaison Committee
PPE	Personal Protective Equipment
PPPFA	Preferential Procurement Policy Framework Act
PR	Proportional Representation
PROVJOINTS	Provincial Joint Operational and Intelligence Structure
PwC	PricewaterhouseCoopers
RAMS	Radio Audience Measurement Statistics
ROC	Results Operations Centre
RPP	Recruitment and Payment Plans
SABC	South African Broadcasting Corporation
SADC	Southern African Development Community

ACRONYM	DEFINITION
SAHRC	South African Human Rights Commission
SAN	Storage Area Network
SANEF	South African National Editors Forum
SAPS	South African Police Service
SARB	South African Reserve Bank
SARS-COV-2	Severe Acute Respiratory Syndrome Coronavirus 2
SCM	Supply Chain Management
SMME	Small, medium and micro enterprises
SMS	Short Message Service
SOP	Standard Operating Procedure
Stats SA	Statistics South Africa
TAMS	Television Audience Measurement Statistics
TIC	Temporary Identity Certificate
TiE	Theatre in Education
ToR	Terms of Reference
UAE	United Arab Emirates
UBT	Universal Ballot Template
Unisa	University of South Africa
VPN	Virtual Private Network
VRS	Voter Registration System
UAE	United Arab Emirates
UNDP	United Nations Development Programme
UPS	Uninterrupted Power Supply
VAT	Value-added Tax
VPN	Virtual Private Network
VSM	Voting Station Monitoring
WAN	Wide Area Network
WHO	World Health Organisation

















SOUTH AFRICA

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